

**ASSESSMENT ON THE ROLE OF TEAMWORK TO NON-
GOVERNMENTAL ORGANIZATION PERFORMANCE: A CASE OF
WORLD VISION TANZANIA, KAGERA CLUSTER TEAMS**

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CERTIFICATION

The undersigned certify that he has read and hereby recommend for acceptance by the Open University of Tanzania, the thesis entitled ‘Assessment on the Role of Teamwork to non-Governmental Organization Performance’ The Case of World Vision Tanzania, Kagera Cluster Teams, in fulfilment of the requirements of the degree of Masters in Business Administration of the Open University of Tanzania.

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DECLARATION

I, Hacks Bahati, declare that this thesis is my Original work and that it has not been submitted for a degree course in any other University. To the best of my knowledge and belief, this thesis contains no materials previously published or written by another person except where the reference has been made in the text of the thesis.

Signature

Date:.....

DEDICATION

This dissertation is dedicated to my lovely wife Hellen Bahati and children Atulashanila and Glory who tolerated my regular withdrawal from normal family life throughout my MBA studies.

ACKNOWLEDGEMENT

My Special thanks goes to my Redeemer and Saviour, Lord Jesus Christ, for his unfailing love, mercies, grace and patience towards my life, he is been exceedingly Good to me and has always been there to strengthen and support me in every aspect of my life.

My further special thanks, goes to the following people without whose assistance this dissertation would be impossible:

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ABSTRACT

More Organizations are shifting their mode of operations from individual based to group based Operations. A team as far as this study is concerned means a group of Organizational staff employed in various functions and positions, working to contribute collectively towards attainment of Organizational goals. Lack of good management to team processes may hinder organizations aspiring to team mode of operations from harnessing fully the benefits which goes with team settings. They may lead to inefficiency leading to poor performance, for Non-Profit Organizations poor performance is interpreted in terms of failure to achieve intended goals, increased costs of operations and increased financial risks, when this happens to any NGO it is likely that donors for that NGO may cut funds and relocate the same to more efficient and high performing NGOs capable of delivering same goals within acceptable standards. The aim of this study was to assess the Role of teamwork towards Non Profit Organizational performance. The specific objectives of this study were to assess the role of teamwork in Reduction in operating costs, improved monitoring and supervisory support, reduction in workload and Reduction in financial risks. This research takes the form of a case study and the findings were collected through questionnaires and interview method. The research findings revealed that Cluster Teams has led to reduction in financial risks and improved organizational Monitoring and Supervisory Support, but cluster teams has not led to reduction in Operational costs and staff workload. Results from this study imply that Organizations interested in teamwork mode of operations has a lot of potential to benefit in terms of improved organizational performance.

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ACRONYMS

ADP	:	Area Development Program
ICT	:	Information, Communication and Technology Officer
IRS	:	Internal Revenue Service
PDC	:	Program Development Coordinator
NGO	:	Non-Governmental Organization
TRL	:	Tanzania Railways Limited
WVT	:	World Vision Tanzania

CHAPTER ONE

1.0 INTRODUCTION

This chapter consists of the background, statement of the problem, General and specific research objectives, Research questions, significance of the study, Limitations and De-limitation factors to the Study.

1.1 Background

In 2009, World Vision Tanzania came up with an organization Clustering initiative; this was put forward as a new Hope towards community empowerment, the Clustering function was expected to provide management support to ADPs/Projects by ensuring useful integration and implementation of development and sponsorship activities through effective partnership for child well-being realization. The Clustering move was preceded by a number of World Vision initiatives; such previous moves were accompanied with changes in structures, terminologies and policies. All those initiatives were meant to refocus World Vision Tanzania organizational business so as to effectively achieve Child wellbeing Outcomes. This was expected to happen with gradual shift from service delivery to community empowerment.

Clustering initiative came as a call for a review of structural functions and processes so as to integrate and accommodate changes for sustainable community development, and to be able to continue to fulfil WVT organizational mission and improve the way she contributes in realizing Organizational vision, These changes were expected to affect all levels of the organization right from World Vision Country head office all the way down to the Programs/Projects, because it changed

structural functions and relationships among front line staff, i.e. ADPs, Cluster Teams and Zones.

The people affected by this Clustering move were Community members, ADP staff, and newly introduced staff at Head office, Cluster and Zone office level. This has been taken as a problem because it changed the mode of Operations of staff at different organizational levels since from that time forward all staff at different levels were expected to work, deliver and succeed or fail together as a Team.

1.2 Statement of the Problem

In 1990, Bettenhausen observed that Teams are susceptible to all the challenges that can occur during any organizational change process. In particular, employee resistance may result where employees are required to work with other employees with whom they are unfamiliar. In this case, new teams are breaking up established social Relationships.

Bettenhausen (ibid.) offered one way in which this can be overcome, that is through teambuilding. According to Bettenhausen, Teambuilding attempts to 'improve group performance by improving communication, reducing conflict, and generating greater cohesion and commitment among work group members' (Bettenhausen, 1991). Employee resistance may also result from other reasons, For example, teamwork may require job enlargement, this often occurs when individuals are required to perform their conventional roles as well as their team duties (IRS Employment Review 1995). In this situation, it may be necessary to either reduce some of their

duties or to change the system of compensation and rewards from individual based to team based compensation and rewards.

In 2009, while Introducing Cluster Team structural changes a number of points were raised by World Vision Tanzania leadership in support of the new initiative as follows:

- i) Clustering was expected to bring about cost savings in the form of shared capital assets within the cluster instead of individual ADPs having own capital assets which were not being utilized to the maximum.
- ii) It was observed that the old WVT structure was ineffective in terms of monitoring, offering supervisory support, planning and coordination of programme/project implementation due to ministry growth.
- iii) Cluster teams were expected to harmonize review exercises both in finance and operations, while compacting the workload of both finance and operations staff.
- iv) Major functions of individual ADPs and Programmes were to be centralized which were to enable Zonal Managers to extend supervisory support to Clusters and ultimately the ADPs/Programmes.
- v) Clustering was expected to reduce the amount of time that Project Coordinators use in administering related issues.
- vi) Cluster teams were expected to assume all obligations related to supply chain so reducing associated risks, while creating more time for frontline staff to effectively focus on operations and sponsorship issues to strengthen Community groups, conduct learning and reflection sessions, building

sustainable local institutions, monitoring and documentation of best practices to maximize attainment of child wellbeing outcomes.

All six points raised above, were aimed at realizing organizational effectiveness and efficiency. However several months following the cluster move, the organization was witnessing signs of discontents from rank and file staff at ADP, Cluster and Zone office, this might be due to challenges that come with introduction of teams which may fundamentally be a by-product of organizational changes and development process.

None of the suggestions made by Bettenhausen(1990) towards effective implementation of teamwork changes was observed while introducing Cluster move. This might be one of the causes that led to challenges observed immediately after introduction of the cluster initiative; however the main question was whether Cluster Team initiative was capable of leading WVT to realization of organization goals as posited by WVT authorities. This has led me to the the research problem statement that Organizations are likely to incur unnecessary costs by implementing sweeping Organizational structural changes without making in-depth studies, Especially when such changes fails to address intended organizational challenges.

1.3 General Research Objectives

The general research objective was to assess the Role of Teamwork on Non-Governmental organizational performance. A case of World Vision Tanzania, Kagera Zone.

1.4 Specific Objectives

- (i) To assess on the contribution of Teamwork in organizational cost saving.
- (ii) To assess on the contribution of teamwork in improved Monitoring, Supervisory Support, planning and coordination of Organization operations.
- (iii) To assess on the contribution of teamwork in improved Monitoring, Supervisory Support, planning and coordination of Organization operations.
- (iv) To assess on the contribution of teamwork in saving time for team members to engage in other duties

1.5 Research Questions

- a) General research question was:
Does Teamwork contribute towards improved organizational performance?
- b) Specific research questions were:
 - i) Is teamwork cost saving in achieving organizational goals?
 - ii) Is Teamwork responsible for Improved Monitoring, Supervisory Support, planning and coordination of Organization operations?
 - iii) Do teams contribute towards reduction of Organizational workload?
 - iv) Does teamwork help in saving time for team members to engage in other duties?

1.6 Significance of the Study

This study was expected to contribute to existing knowledge on the role of teams towards improved non-profit organizational performance. This was because, a part from World Vision Tanzania, Many other organizations are increasingly implementing teamwork and other group work arrangements (Ilgen, 1999; West,

Borrill, &Unsworth, 1998). Therefore this study was expected to come up with suggestions that may be adopted by Other Non-Governmental organizations interested in implementing teamwork initiatives so as to improve their performance as they strive to achieve their goals and missions.

1.7 Limitations of the Study

One possible limitation is the small focus area of the study whereby selection of Cluster Teams was done from only Kagera Zone out of six WVT zones, It is true that participating Cluster team members, were selected using Stratified Cluster Sampling Methods, but the fact that data were only selected from one zonal office in the same geographical setting, may have affected the replicability of these results in other areas. The reason for selecting Cluster teams from Kagera Zone only was because other zonal offices are widely dispersed and therefore very costly in terms of data Collection expenses. Again because of financial limitations this research was only based on only one organization, therefore the results could not be enriched by teamwork experiences from other Non-Governmental Organizations.

Based on the above reasons, it is difficult to decide whether these findings could be replicated to other Cluster teams operating under similar circumstances.

1.8 Delimitation

Even though this study was focused to Kagera Cluster teams only it will lay a foundation for further studies by researchers interested on the role of teamwork to Non-Governmental Organizational performances, such researchers will be able to build on results therein as they replicate study principles else where. Again Results

from this study will still be useful for Non-Governmental organizations working in Kagera under similar Socio-geographical settings.

CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

This chapter includes the definitions of terms, critical review of supporting theories, empirical literature, research gaps and conceptual framework.

2.2 Definition of Terms

Cluster teams mean groups of Cluster/ADP staff working in various functions and positions, working to contribute collectively towards improved child well-being. Cluster Teams were expected to fulfill day to day requirements of their tasks and other duties that may be assigned to them individually or collectively by their superiors. Katzenbach and Smith (1990) defined a Team as a small number of people, with a set of performance goals, who have a commitment to a common purpose and an approach for which they hold themselves mutually accountable (Katzenbach and Smith 1993). This definition suggests that teams must be of a manageable size and that all team members must be committed to reach team goals. Furthermore, team members must be jointly accountable for their actions and the outcomes of those actions.

On the other hand Kirkman and Shapiro (1997) defined teamwork broadly as being associated with a greater variety of tasks and added responsibility for team members, which is likely to result in increased levels of job satisfaction, motivation and employee commitment. They also went as far as suggesting that Teamwork may result in lower staff turnover and absenteeism, thereby reducing organizational costs

(Kirkman and Shapiro 1997). This leads us to the research questions in which we will investigate whether teamwork leads to organizational cost savings, reduction of workload for staff and increased time saving by team members to allow them to engage in other duties.

Scott and Walker (1995) further argued that there is little point in trying to make a distinction between a group and a team because the two terms are used interchangeably in everyday language. They believed that some distinction needs to be made, they see a team as comprising of a set of attributes that extend past the basic definition of a group as two or more people working together for a common purpose. By referring to other definitions, Stott and Walker (1995) identify the significance of relationships, the need for cooperation and the degree of dependency among members as some of the defining characteristics.

In addition to this definition, it is also necessary to distinguish between work-teams and other groups of people who are assembled together in organizations. Argote and McGrath (1993) distinguish between acting groups and standing groups. They explain that acting groups are sets of people who perform interdependent activities and standing groups are sets of people who are labeled as a group or unit, but who are not performing interdependent activities. This paper is concerned with the two kinds of groups and includes both temporary teams that may be working together for the length of a project, and temporary teams that are formed to solve perceived needs as they arise.

2.3 Teams in Organizations

There are several definitions regarding the structure of a team. For Tannenbaum et al. (1996) a team is a “distinguishable set of two or more people who interact dynamically, interdependently, and adaptively toward a common and valued goal/objective/mission, who have been assigned specific roles or functions to perform, and who have a limited life-span of membership”.

The word ‘Groups’ is often used synonymous with the term “teams” and can be defined as a collection of individuals who are interdependent and interact face-to-face with one another” (Yammarino, 1996). Teams can also be defined as work groups that exist within an organization, have clearly defined members that are responsible for a certain task, product, or service (Hackman, 1987). Other key issue of a team is that Teams usually consist of two or more individuals. Team members are often assigned to specific roles, and often perform specific tasks and/or have special knowledge and skills (Hackman and Wageman, 2005).

Team members are interdependent, meaning that they interact to achieve a common goal or outcome. They also operate within a larger social context in which the team as whole or individual team members interacts with other teams or other employees. For some researchers “team” has more connotations than “group”, e.g the relationship between members of a team is stronger than between members of a group. Hence, groups might become teams when members work together for a longer time.

2.4 Critical Review of Supporting Theories

2.4.1 Meta Level Research Model

Much of the current research on team performance stems from the original research conducted on small group interactions. A better approach is to take a meta-view of the research, as illustrated in Figure 1. Meeting outcomes (e.g. Reduction in organization costs, reduction in inflation risks) depends upon the interaction within the meeting process of the group (e.g. group size, group proximity, group composition, group cohesiveness, etc.), task (e.g. idea generation, decision choice, task complexity, etc.), context (e.g. organizational culture, time pressure, reward structure, etc.), and technology factors that differ from situation to situation (Jeremy et. al, 200).

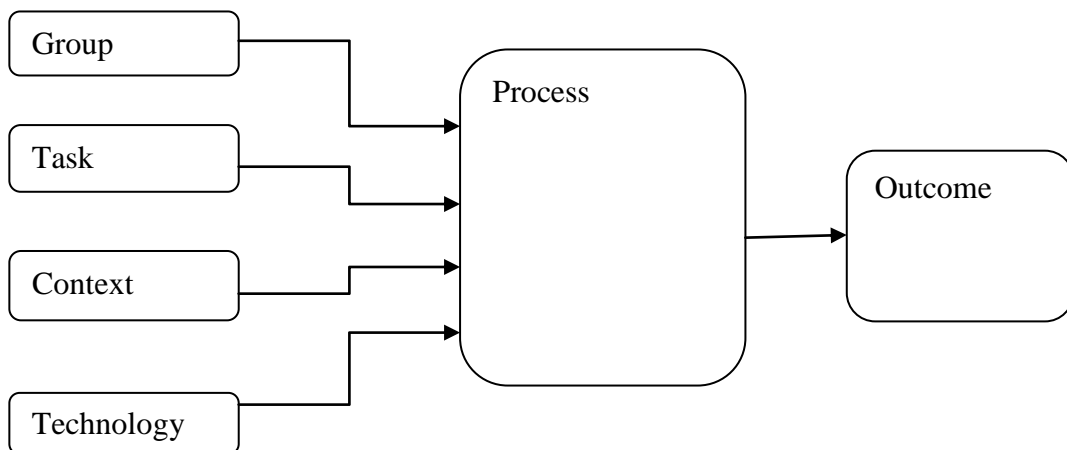


Figure 1: Meta-level Research model

2.5 Empirical Analysis of Relevant Studies

2.5.1 General Studies

Sheikh RaheelManzoor (2011) conducted a study on effect of teamwork on Employee performance; he came out with a conclusion that there is clear evidence

that teamwork and other measures of employee performance are positively related with employee performance.

This study varies from my study because of the nature of the study and the context thereof, while my study was about effect of teamwork on organizational performance in an NGO operating in Tanzanian socio-geographical setting his study was about the Effect of teamwork on employee performance in an academic institution (a University in Pakistan). The two research frameworks were significantly different especially the dependent and independent variables.

In their paper titled, Impact of Team Empowerment on Team Performance, a Case study of the Telecommunications Industry in Islamabad. Anbreen Mazhar Gondal et.al. (2008) came out with major findings that highly empowered teams are effective. In this research, it was established that there is a positive relationship between team empowerment and team performance by a positive 0.76 correlation. The beta coefficient of team empowerment was 0.88.

As a result of the study mentioned above it was recommended that team leaders and middle managers needs to understand why empowerment is important for teams and be ready to support their teams accordingly. They were also advised to be aware of the effect of team empowerment on team performance. But the paper mentioned above was focused solely on Team Empowerment as the main independent variable, team performance was the main dependent variable and the operationalized concepts used to measure performance were: Effectiveness, Efficiency, Learning, Work

Satisfaction, Team Conflict, Effort, Balance of Member Contribution, and Mutual support, Cohesion, Coordination and Cooperation.

The above mentioned study was similar to my study in terms of the nature of Dependent and independent variables but it was different with my study in that it was carried out in Pakistan in a Telecommunication Industry while this study was carried out in Tanzania in an International NGO. But also the two studies differ in the operationalized concepts used to measure performance. In My study operationalized concepts for performance includes Cost saving, improvements in Monitoring, Supervisory Support, planning and coordination of Organization operations, compaction and reduction of workload in organizational functions and saving in time for team members to engage in other duties.

In their study on Developing Successful Teams in Organizations, Satrina et.al. (1998) concluded that to implement and support teams within an organization, considerable organizational changes needs to occur and many issues needs to be considered. This was because changes affect not only team members, but also the roles of supervisors and managers, the organizational structure and culture, work processes and methods, and social relationships. They also concluded that because of the depth and scope of these changes, the implementation of teams is often a lengthy process which presents many challenges.

However, many organizations that are implementing teams have no plans to revert to their previous structures (IRS Employment Review, 1995). It appears that despite the challenges, teams are able to provide many benefits to organizations in the long

term. This study will seek to identify and assess specific performance benefits that come with implementation of teamwork in an NGO working in Tanzania.

Margulies and Kleiner (1995) found that Emphasis on individual rewards undermines the effectiveness of team-based work and encourages team members to strive for individual performance goals that may not be congruent with the goals of the team. They asserted that a team-based reward system should reward employees for teamwork and contributions to team success. One example given for such system was a gain sharing plan whereby ideas that are successful and profitable result in the entire team being rewarded.

This study will seek to investigate the role of team reward systems towards organizational performance. For teams to operate effectively they must have access to resources. These resources can include money, time, equipment, technology, people and information (Robbins, 1998). Provision of resources requires trust on the part of the organization and responsibility on the part of the team members. Like authority, resources should not, and cannot, be unlimited and should perhaps be given to employees gradually (Brower, 1995).

Team leaders and all team members are likely to require training (IRS Employment Review (1995). Employees may need to learn new skills such as budgeting, computing, Design, Monitoring and Evaluation as well as skills which allow them to work together effectively, such as effective communication, conflict resolution and problem solving. Training and development are enabling factors that allow team

members and leaders to take on new responsibilities. Where team members possess inadequate work skills and knowledge, teams are less likely to succeed.

2.5.2 Empirical Studies from African Countries

In his study on Team Management as an Effective Technique for the Management of Schools in Nigeria, Nakpodia (2011) concluded that team management has the potential to become a powerful tool in resolving issues that emanate from day-to-day administration of educational institutions if it is adequately designed and implemented.

The study further asserted that Team management simply means managing an organization through collaborative efforts. And that it goes beyond mere organizing of workforce or role-playing. He posited that Team building is a conscious effort and that it is gradual and takes time. However, its benefits are enormous for the leader, subordinates and the organization. It is supportive and complementary. However he warned that, care has to be taken to take full advantage of its strengths and guide against its weaknesses. This study sought to establish whether Cluster team building efforts were gradual and allowed to grow in time, we were also able to establish whether care has been taken to take full advantage of team strength while guiding against its weakness.

2.5.3 Empirical Studies from Tanzania

Joachim (2010) conducted a study on the role of effective Employee Relations in Management of work Organization; this was a case study of Tanzania Railways

Limited (TRL) in Dar es Salaam Region. He found that the way people are required to carry out their work (including flexibility and multi-skilling), how performance expectations are expressed and communicated, how work is organized and how people are managed make a significant impact on the employment relationship. Generally, his study was aimed at establishing various workplace interactions and how such interactions could affect employment relationship, while his study did not state clearly on performance issues, results from this study can still be used to predict organizational performance since employment relations can be a predictor for organizational performance.

Joseph (2010) conducted a study on the impact of training function on performance of Administrative staff in higher Learning Institutions; this was the case of the Institute of Social Work. During the study it was found out that the effectiveness of any organization depends on the performance of its staff which can be improved through training and development. It was also recommended that Knowing what training to impart to the administrative staff will improve work performance and hence the attainment of organization goal. The study focus was on the effect of Training to improved organizational performance, the study differs from my research in which I will focus on the effect of teamwork aspects towards organizational performance in general, however results from Joseph's research will be used as a reference because training is one of the predictor to teamwork performance in my study.

Phidman (2010) conducted a study on the influence of rewards on workers performance in Tanzania. This was a Case study of Tanzania Cigarette Company of

Dar es Salaam. It was found out that the majority of employees were not satisfied with the reward strategies which were given at TCC, especially on the salary, freedom on decision making, working environment in terms of equipment's and facilities used. As the majority of respondents were not happy with rewards given at TCC, they were consequently not happy with their Jobs due to low or absence of rewards in their workplace.

However there were a few employees who enjoyed rewards due to the fact that they were in higher positions. This made the difference between these groups at TCC hence those who were not rewarded were not performing their duties as well as those who received rewards. Phidman's research will be used as a benchmark as I investigate the role of worker rewards or benefits (as a predictor) of teamwork and contribution thereof to organizational performance.

Phidman (2010) identified the following reasons as to why employees were not committed to their organizations:

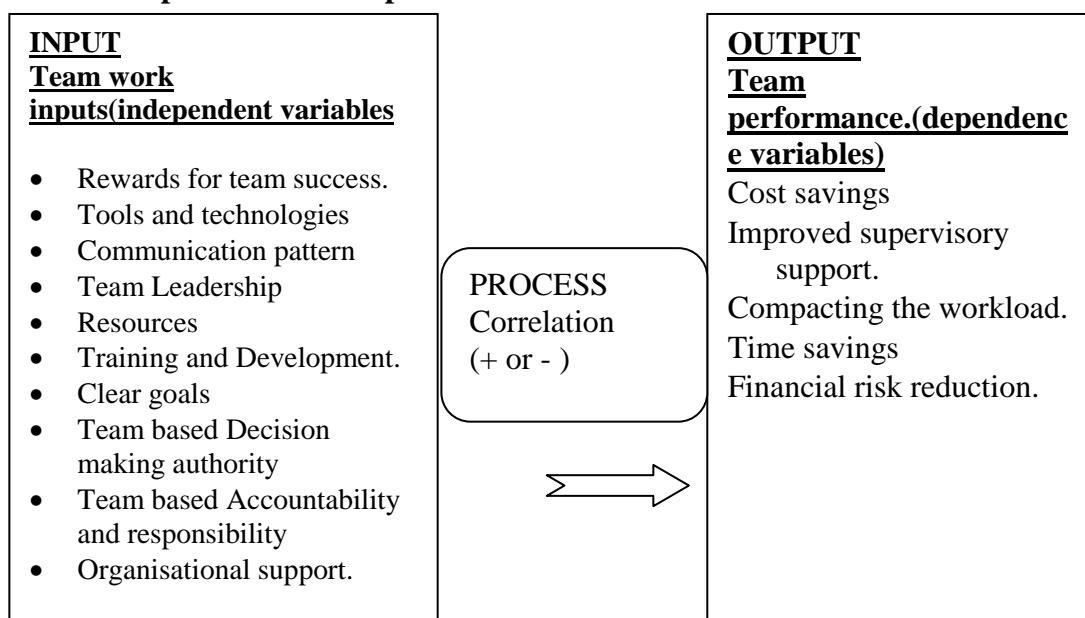
- (i) Unfair Treatment within an organization in pay packages, promotions , rewards distribution process;
- (ii) Lack or shortage of training opportunities.
- (iii) Insufficient management feedback; and
- (iv) Lack of proper supervision and management styles.

My research will investigate on the effect of teamwork to organizational performance as defined by most of the factors outlined above which appears as independent and dependent variables in my research framework.

2.6 Conceptual Framework

This study assumed that there is a positive relationship between various teamwork inputs/aspects with various outputs of team performance. The central proposition of this study was that teamwork and its various aspects are positively related to team performance and its various aspects. Table 1 depicts the proposed positive relationship between team aspects and Organizational performance aspects. This framework specifically addresses a comprehensive concept of team work and team performance.

Table 1: Input-Process-Output Model



i) Input-Process-Output Model of Team Performance

The organizational literature provides several models of team effectiveness (e.g. Cohen & Bailey, 1997; Gladstein, 1984; Hackman, 1987; McGrath, 1964). One of the most popular paradigms is the Input-Process-Output Model (IPO-Model). IPO models might differ in several aspects but have in common that specific input

factors, for example, group characteristics or organizational factors, lead to an output in form of group effectiveness or performance on the other side. Thereby, the influence of the input factor on the output factor is transported or mediated via processes.

This implies that resources of a group or team are transformed into a product via several processes. Important input factors are for example Rewards for team success, Team Tools and technologies, Team Communication pattern, Team Leadership, Team resources, Team training and Development, Clarity of goals for a Team, Team based Decision making authority, Team based Accountability and responsibility and Organisational support to the team. In the following section, possible input factors, processes, and outcome factors, often cited in I-P-O models, are explained.

ii) Input

According to McGrath (1964), input factors can be at the level of the individual, the group or the environment. In contrast, Gladstein (1984) only distinguishes between factors on the group level and factors on the organizational level. Individual factors are for example skills of the individual group members, as well as attitudes (e.g. preference towards teamwork) and personality characteristics (e.g. extraversion, conscientiousness) (McGrath, 1964). Group size, group structure, and the level of “cohesiveness” (McGrath, 1964) or group composition (Gladstein, 1984), are considered as input factors on the group level.

Input factors can also be found at higher levels, as the environment or the organization. These Factors can be for instance, reward structures, and the level of

environmental stress (McGrath, 1964), or resources offered by the organization as well as the whole organizational structure (Gladstein, 1984).

iii) Process

Processes are group behaviors that can be observed, are influenced by different input factors and affect the outcome. Internal activities of the work group are behaviors that are relevant to reach the groups' goal, like effort, or strategies used by the group (Brodbeck, 1996). Other examples for interaction processes are time spent together, communication, encouragement among group members (McGrath, 1964), conflicts, strategy discussion, boundary management (Gladstein, 1984), processes directed on external entities, like conflict communication (Cohen & Bailey, 1997).

There are lots of different approaches to capture team processes in a sufficient way (Marks et al. 2001). Team processes are members' interdependent acts that convert inputs to outcomes through cognitive, verbal, and behavioral activities directed towards organizing task work to achieve collective goals. Baker et al. (2003) coin the Phrase skill competencies" and report several behaviors that are necessary to reach enhanced Team performance: Mutual performance monitoring, adaptability, supporting/back-up behavior, team leadership, conflict resolution, feedback, and closed-loop communication/information exchange. Also information processing is an important feature in solving tasks and problem situations (Hinsz et al, 1997)

iv) Output

Output or outcome is the result of the team processes and conceptualized in a multidimensional way. Output is usually defined by the degree to which a goal is reached (Brodbeck, 1996). Although team outcome is often considered to be the

main aim when Team leaders influence team processes, it is hard to define the components of team outcome. Often, this term is used synonymous with measures of performance or effectiveness. However, a closer look at several team models shows that performance or effectiveness is not necessarily the target or the main dependent variable. According to Cohen and Bailey (1997), group outcomes can occur at the individual, group, or organizational level and can be related to each other.

In line with this, Hackman (1987) makes a distinction between performance outcomes e.g. performance quality, speed of solution, number of errors) and other outcomes (member Satisfaction, cohesiveness, attitude change, socio-metric structure). Thus, he suggests three Criteria to evaluate group outcomes: 1) the result of the groups' work, i.e. quality or quantity of the output, 2) the willingness and capability of the group to continue working together in the future, and 3) the individual consequences of the collaboration, i.e. satisfaction, and physical and mental health.

Brodbeck (1996) gives an overview about operationalization used by different authors on work group effectiveness. According to his collection, effectiveness includes: innovation, performance (sales revenues, self-reported performance, delivery of products, productive outcome), production (number of products) or productivity (delivery of products and services), social criteria (ability of members to work together), satisfaction (with the team meeting customer needs, with extrinsic rewards and work), workers' values to Personal criteria (satisfaction of members' needs). Sometimes, the term "performance" is also used for behavior that is relevant for group goals and therefore focuses more on the process component of outcomes,

for instance effort, task commitment, knowledge, skills, coordination, conflict, supportiveness, etc. Brodbeck (1996).

In their team effectiveness model, Tannenbaum et al. (1996) put more emphasis on the promotion of team effectiveness and therefore suggest the following classification of team outcomes:

- i) Team changes: new norms, new rules, new communication processes and new patterns,
- ii) Team performance: quality, quantity, time, errors, and costs, and
- iii) Individual changes: attitudes, motivation, and mental models.

Guzzo and Dickson (1996) combine these different approaches and propose the following Definition that includes a) group-produced outputs, b) the consequences a group has for its Members, and c) the enhancement of a teams' capability to perform effectively in the future (p. 309). Currently, most attention of researchers is directed towards measures of work group effectiveness, e.g. performance quality, speed of problem solving or the number of errors (McGrath, 1964). It should be mentioned, however, that other, more subjective criteria, are important consequences of group interactions, for instance, member satisfaction, group "cohesiveness", attitude change, and socio-metric structure (McGrath, 1964).

This study focused on team performance in the form of measures of team effectiveness and efficiencies as described in World Vision Tanzania Clustering initiatives, these are: Organizational Cost savings, Improved organisational supervisory support, Compacting of the cluster workload, Time savings and

Financial risk reduction, other kinds of outcomes like critical and independent thinking, self-rated group effectiveness or group emotions will not be considered as far as this study is concerned.

The intended impact on team performance by teamwork dynamics, have been considered using the following model:

$$P = f(T.W) \text{ with } f(T.W) = \alpha + \beta TE + \varepsilon \quad \text{Equation: 1}$$

Where: P = Team Work Output.

T.W= Team Work input.

B = Coefficient of Team Work

ε = Model Error factor

2.6.1 Relationship between Elements

(i) Relationship of Team Leadership with Organizational Performance

Anbreen and Khan (2008) came forward with major findings that highly empowered teams are effective. As a result of this study it was recommended that team leaders and middle managers need to understand why empowerment is important for teams and how to support the team, Managers or Team Leaders were advised to be aware of the effect of team empowerment on team performance. The relationship that exists here is that Empowered teams are effective, which in other words means that team empowerment contributes positively towards team performance.

(ii) Relationship of Organizational Support, Responsibility and Accountability to Team Performance

In the study on Developing Successful Teams in Organizations Satrina et.al. (1998) concluded that to implement and support teams within an organization, considerable organizational change needs to occur and many issues need to be considered. The changes affect not only the team members, but also the roles of supervisors and managers, the organizational structure, culture, work processes and methods, and social relationships. They also concluded that Because of the depth and scope of these changes, the implementation of teams is often a lengthy process which presents many challenges. However, many organisations that are implementing teams have no plans to revert to their previous structures (IRS Employment Review, 1995). It appears that despite the challenges, teams are able to provide many benefits to organisations in the long term.

(iii) Relationship of Rewards to Team Performance

Margulies et al. (1995) found that Emphasis on individual rewards undermines the effectiveness of team-based work and encourages team members to strive for individual performance goals that may not be congruent with the goals of the team. They concluded that a team-based reward system should reward employees for teamwork and contributions to team success. One example of such a system is a gain sharing plan whereby ideas that are successful and profitable result in the entire team being rewarded.

(iv) Relationship of Team resources to Team performance

For teams to operate effectively they must have access to resources, these resources

can include money, time, equipment, technology, people and information (Robbins, 1998). Provision of resources requires trust on the part of the organization and responsibility on the part of the team members. Like authority, resources should not, and cannot, be unlimited and should perhaps be given to employees gradually (Brower, 1995).

(V) Relationship of Communication, Training and Development to Team Performance

Team leaders and all team members are likely to require training (IRS Employment Review, 1995). Employees may need to learn new skills such as budgeting, computing, Design, Monitoring and Evaluation as well as skills which allow them to work together effectively, such as effective communication, conflict resolution and problem solving. Training and development are enabling factors that allow team members and leaders to take on new responsibilities. Where team members possess inadequate work skills and knowledge, teams are less likely to succeed

2.6.2 The Conceptual Framework Elements or Variables

Brower (1995) and Carr (1992) outlined ways in which teams can be implemented successfully. Although there is no one best way to that end, this section integrates some of the literature in order to develop a more comprehensive model for team development. The model proposes eight key points that can facilitate successful implementation of teams. These points, which embrace both critical elements of teams, as well as enabling factors, are: Clear goals, Decision making authority, Accountability and responsibility, Effective leadership, Training and development, Resources, Organizational support and Rewards for team success

i) Clear Goals

Goals should be specific enough to give the team direction. For example, to keep under spending below 10% provides more guidance than simply to keep under spending as low as possible. A goal should also state the ends, rather than the means. This gives teams the freedom to work out how best to achieve the goal (Carr, 1992). Associated with providing clear goals is the development of meaningful and acceptable performance measures so that the team members can feel confident in their own achievements.

ii) Decision Making Authority

Teams require decision making authority and, therefore, a certain level of empowerment in order to carry out their work efficiently. Without this authority they would need to get approval for their ideas and these ideas may be rejected before they are either proven or not proven. For innovation to occur, teams must be allowed to experiment. However, to avoid costly mistakes, it is appropriate to give teams this authority within certain boundaries. It may also be necessary to hand over authority on a gradual basis so team members are not overwhelmed by their newly-acquired authority (Brower, 1995). People are able to empower themselves through a clear focus and the removal of the sense of fear in what they do (Wilson, 1996).

iii) Accountability and Responsibility

If teams are to enjoy decision making authority, they must also be prepared to be accountable and responsible for their actions. This does not suggest that some failures are not permitted. It does suggest that teams need to monitor stakeholders and partners expectations and also their own performance. If their goals are not

being met or customer expectations are not being satisfied, then their approach and methods will need some adjustment (Brower, 1995)

The acceptance of accountability and responsibility is also associated with the establishment of a positive and productive set of group norms. Work teams can behave similarly to adults in a family environment by developing norms that improve cohesion of the group (Wilson, 1996). Such norms may include sensibility, responsibility, supporting each other, and having fun.

C) Effective Leadership

Managers and supervisors who become team leaders experience a significant change of role. Team leaders do not direct or control work, but instead work as coaches and mentors (Carr 1992). Effective communication, leadership and consulting skills will be required which may necessitate training and development. A new mindset is also required. Team leaders concerned with a loss of power need to understand that their new role is pertinent to the success of the teams, and that their knowledge is required now more than ever. The issue is not about the erosion of power, but a shift in the source of power from legitimate to knowledge based (Robbins 1998).

d) Training and Development

The previous paragraph highlighted the importance of training for team leaders. However, most, if not all, team members are likely to require training (IRS Employment Review, 1995). Employees may need to learn new skills such as budgeting, planning, Design, Monitoring and Evaluation, as well as skills which allow them to work together effectively, such as effective communication, conflict

resolution and problem solving. Training and development are enabling factors that allow team members and leaders to take on new responsibilities. Where team members possess inadequate work skills and knowledge, teams are less likely to succeed.

e) Team Resources

For teams to operate effectively they must have access to resources. These resources can include money, time, equipment, technology, people and information (Robbins 1998). Provision of resources requires trust on the part of the organization and responsibility on the part of the team members. Like authority, resources should not, and cannot, be unlimited and should perhaps be given to employees gradually (Brower, 1995).

f) Rewards for Team Success

An emphasis on individual rewards undermines the effectiveness of team-based work and encourages team members to strive for individual performance goals that may not be congruent with the goals of the team. A team-based reward system should reward employees for teamwork and contributions to team success. One example of such a system is a gain sharing plan whereby ideas that are successful and profitable result in the entire team being rewarded (Margulies and Kleiner, 1995).

A problem that may occur with team-based rewards is the problem of social loafing. This occurs when the efforts of one or more members of the team decreases and is more likely to occur in teams that are excessively large (Bettenhausen 1991; Robbins 1998). Where team-based rewards are used, social loafers are rewarded similarly to

other team members who are responsible for the group performance. This is not an argument for a reward system based on individual efforts, but rather an argument for the necessity of team-based discipline to accompany the team-based reward system.

CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

This chapter consists the research design, survey population, Geographical area in which the study was conducted, sample size, data sources, data collection instruments and data analysis.

3.2 Research Design

3.2.1 Area of the Study

The study was conducted at World Vision Tanzania (an International non-governmental organisation) Working in Kagera zone in Kagera region. World Vision Tanzania was chosen because my study was aimed answering issues from World Vision, it is also true that I thought I will easily get the support I needed in terms of information access because World Vision is my working place.

3.2.2 Survey Population

The study Involved World Vision Tanzania employees working in Kagera zone because they were directly related with the study topic, the number of employees for Kagera Zone were 137. The whole zone consisted of the following cadres of employees: Zonal manager who was leading all teams, including zone based staff such as Zonal capacity building coordinator, Zonal Financial manager, Zonal Health and nutrition coordinator, zone ICT (communication technology officer) and supporting staff employees. Furthermore in the zone there were 3 clusters which were based in districts of Muleba, Karagwe and Bukoba rural. The employees in these clusters were as follows, Cluster Team Leader who was leading all employees

in the Cluster; the Cluster consisted of Senior Cluster Accountant, Cluster Accountants, Cluster Sponsorship Officers, Programme Development Coordinators and Drivers. In each cluster there were about 2-3 Area development programs (ADP) and special Projects, whereby each ADP is supervised by the Program Development Coordinator (PDC), other employees were Sponsorship Development facilitators, Development Assistant officers, Project Assistant accountant.

3.3 Sample and Sampling Technique

The sampling frame was made of all employees in the WVT Kagera staff as registered in a Zonal staff database at the zone office. The total population of employees from three cluster offices of World Vision Kagera zone is 137. It was important to ensure that the sampling frame was valid and reliable (Saunders et al, 2006). The research employed stratified Cluster sampling technique and the survey Sample size was 66 employees whereby 22 employees were randomly selected from each of the three Cluster offices .i.e. Karagwe, Muleba and Bukoba rural clusters. Information was gathered by administering written questionnaires. Pre-test of questionnaires was done to a few employees and the corrections were incorporated in the questionnaire and used in the survey.

In determining the sample sizes the researcher used a statistical formula that gives a margin of error ranging from 1-5% which normally gives 95% confidence interval. Such confidence interval was needed to have data that was within the level of certainty, such that the characteristics of data collected will represent the characteristics of the total population and the margin of error that can be tolerated this was the accuracy required for any estimates made from research sample this is in

accordance to Saunders et al, 2006. In order to ensure efficiency, supervision of data collection was done by the researcher himself.

The study was based on quantitative and qualitative approaches. According to Kothari (1990) quantitative research is based on the measurement of quantity while on the other hand qualitative research approach is concerned with qualitative phenomenon. The research paradigm of this study employed qualitative and quantitative analysis, for example the research title which is the Assessment on the Role of Teamwork to Non Profit Organizational performance was drawn in terms of percentages of staff with a given response and the correlation of responses between variables which was quantitative .But also the qualitative analysis was used in terms of how employees assesses the role of teamwork to organizational performance with considerations being focused to Cluster Teams in World Vision Kagera zone. The researcher ensured confidentiality of all information that was gathered.

3.4 Methods of Data Collection

Both primary and secondary methods were used to collect data. Questionnaires and focused group interview were used for data collection in the study. The advantage of questionnaires is that they permit respondents time to consider their response carefully without interference from an interviewer. (Saunders et al, 2006). Also questionnaires can address a large number of issues and questions of concern in a short time. (Saunders et al, 2006).The in-depth interview was conducted to the key leaders in the organisation at Kagera zone and respective clusters. Semi-structured interview guide was designed to explore information from specific areas of interest. The key people who were interviewed under this method were Cluster Team

Leaders, Zonal Manager, Senior Cluster accountant, Zonal Information Technology officer and people and culture officer.

3.5 Data Analysis

The data gathered from respondents was analysed by using SPSS software (Statistical Package of Social Science). The reliability and validity of the information was ensured by pre testing the tools before actual gathering of data. To obtain data free from errors the researcher supervised closely the data collection and examined the completeness, comprehensibility, consistency and reliability. Coding was done carefully to avoid errors in coding and for this purpose the reliability of coders was thoroughly checked.

Data analysis was done to obtain frequency results for variables, correlations was done to obtain correlation results between selected predictor variables and independent variables. The research further used multiple regression analysis in order to analyze impact of independent variables on dependent variables. The multiple regression model used was as shown below:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon \quad \text{Equation: 2}$$

Where Y was Organizational Performance (dependent variable) α was constant X is other factors affecting Performance β was the regression coefficient which may be positively or negatively affecting dependent and independent variables.

$$OP = \alpha + \beta_1 TW + \beta_2 EDC + \beta_3 TT + \beta_4 R\&R + \epsilon \quad \text{Equation: 3}$$

Where OP = Organizational performance (dependent variable) β_1 TW = teamwork (I.V) β_2 EDC = esprit de corps (I.V), β_3 T&T = team trust (I.V) β_4 R&R = rewards and recognition (I.V).

The performance factor was determined by various indicators. The study considered Cost savings, improved organisational supervisory support, Compacting the workload, Time savings and financial risk reduction. Regression analysis was used to determine relationship between the dependent and independent variables. It showed the dependence of variables on the independent variable.

Results showed weak Adjusted R square of 0.243 which is the weak indicator of the dependent variable on the independent variable, but R was positive which shows that generally there is a positive contribution of various teamwork predictors to Organizational performance.

Table 2: Multiple Regression Model Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.642(a)	.412	.242	.991

Predictors: (Constant), 44. Training seminars were developed specifically to help us communicate effectively with our fellow team members who work in dispersed locations. 45. I am rewarded individually for my work efforts, 53. Management encourages the use of electronic communication and information systems, 46. All team members are rewarded when the team reaches its goals. 39. The team's leaders keep individuals working together as a team, 33. Our team has an established process for making decisions, 36. The team's leaders are friendly and can be easily approached, 32. We are clear on how best to perform our task. 38. The team's leaders

make sure team members have clear goals to achieve. 37. Team members feel that the team's leaders are helpful and supportive. 35. The team's leaders offer new ideas or approaches to do our jobs better.

CHAPTER FOUR

4.0 RESULTS AND DISCUSSION

4.1 Introduction

This chapter consists Discussion on key Team input results such as, Clear goals, Decision making authority, Accountability and responsibility, Effective leadership, Training and development, Resources, Organizational support and Rewards for team success.

4.2 Discussion on Key Team Inputs

Brower (1995) and Carr (1992) outlined ways in which teams can be implemented successfully. Although they made it clear that there is no one best way to that end, they were able to come up with a section which integrates some of the literature in order to develop a more comprehensive model for team development. The model proposes eight key points that can facilitate successful implementation of teams. These points, which embrace both critical elements of teams, as well as enabling factors, are: Clear goals, Decision making authority, Accountability and responsibility, Effective leadership, Training and development, Resources, Organizational support and Rewards for team success. In this section, this researcher will discuss findings on the results of data collected concerning the eight points which was also used as team inputs in the research framework.

4.2.1 Clear Goals

Results from this study showed very strongly that WVT has created specific clear and well shared goals that has led to improved team performance, 78% of respondents

were satisfied that their leaders have created a vision for the Company, 84% respondents agreed that Team members have a shared understanding of what the team is supposed to do, and 80% of respondents have a strong working experience with a sense of shared goals and objectives (Table 3).

Table 3: Effects of Team Processes on Organizational Vision, Shared Understanding of Tasks, Goals, and Objectives

	The organization's leaders have created a vision for the company	Team members have a shared understanding of what the team is supposed to do	Team members experience a sense of shared goal and objectives
Respondents who agree and strongly agree	78%	84%	80%

Source: Researcher field data (2012)

This is in line with observations made by Carr (1992) who stated that Goals should be specific enough to give the team direction. A goal should also state the ends, rather than the means. This gives teams the freedom to work out how best to achieve the goal (Carr, 1992).

Associated with providing clear goals is the development of meaningful and acceptable performance measures so that team members can feel confident in their own achievements. 66 % respondents felt that their team was well supported by the organization. As a result of which 66 % says that the team is currently meeting its objectives (Table 4).

This low even though more than average performance may be explained by the fact that very little was done in terms of laying down appropriate ground work necessary

for tapping into the benefit that goes with working in team settings. This is proved by lack of team based rewards system, weak organizational educational systems as perceived by staff, a general failure by the organization to revise staff Job descriptions, individual based staff performance appraisal as opposed to team based performance appraisal and motivational systems. All these team inputs needs to be worked upon so that they will reflect a prevailing strategic shift from Individual to team based mode of operations.

As a result of issues mentioned above, a good number of staff members are more inclined to perceive cluster Team initiative as good but at the same time they blame the organization for a half-hearted willingness to support the same. As I can observe from data above it seems clearly that the organization has maintained two concurrent modes of operations i.e. Cluster team based mode of operation which is more rhetorical on the one side, and Individual based mode of operations which is more concrete as reflected in official organizational policies that are critical to staff motivation for performance.

Table 4: Extent of Organizational Support and Accomplishment of Organizational Goals

	Our team is well supported by the organization	The team is currently meeting its business objectives
Respondents who agree and strongly agree	66%	66%

Source: Researcher field data (2012)

4.1.2 Decision Making Authority

In regard to Decision making authority, this study results shows that 74% of respondents have been encouraged to take initiatives and participate in important decisions, 92% of respondents are satisfied that they are able to add value to the team's work (Table 5).

Table 5: Individual Contribution in Addition of Value to Teamwork and Extent of Organizational Promotion to Individual Innovativeness and Participation in Making Important Decision

	I am able to add value to the team's work.	Individuals are encouraged to take initiative and participate in important decisions
Respondents who agree and Strongly agree	92.%	74%

This is in line with Brower (1995) who said that Teams require decision making authority and, therefore, a certain level of empowerment in order to carry out their work efficiently. He further observed that without this authority they would need to get approval for their ideas and these ideas may be rejected before they are either proven or not. For innovation to occur, teams must be allowed to experiment. However, to avoid costly mistakes, it is appropriate to give teams this authority within certain boundaries.

It may also be necessary to hand over authority on a gradual basis so team members are not overwhelmed by their newly-acquired authority (Brower 1995). People are

able to empower themselves through a clear focus and the removal of the sense of fear in what they do (Wilson, 1996). Qualitative results has shown that there exists dissatisfaction among several Cluster Team members who feels that there exist personal interests among a certain cadre of team members that Conflict with teamwork spirit. However there is a general consensus that Cluster team initiative has brought close and decentralized support and facilitation to WVT frontline staff responsible for day to day implementation of Community Development operations.

4.2.3 Accountability and Responsibility

Results from this study shows that 68% of respondents rely upon other team members to complete their assigned tasks, 74% say that their team is a very cohesive unit, 70% of staff are in contact with one another on a regular basis in order to conduct routine business, 54% are in contact with one another on a regular basis for social or non-business purposes (Table 6).

Table 6: Extent of Team Members Contact, Cohesion and Togetherness in Accomplishment of Assigned Tasks

	Team members are in contact with one another on a regular basis for social or non-business purposes	Team members are in contact with one another on a regular basis in order to conduct routine business	Our team is a very cohesive unit	I rely upon other team members to complete my assigned work
Respondents who agree and strongly agree.	54%	70%	74%	68%

Source: Researcher field data (2012)

In 1996 Wilson noted that the acceptance of accountability and responsibility is associated with the establishment of a positive and productive set of group norms. Work teams can behave similarly to adults in a family environment by developing norms that improve cohesion of the group such norms may include sensibility, responsibility, supporting each other, and having fun (Wilson, 1996). However more efforts still needs to be done in building cohesion and a feeling of togetherness since most staff have a wrong perception with introduction of Cluster teams, indeed there is a feeling that Cluster teams has eroded much of the power which was previously held by ADPs, this might be a reason for existence of unnecessary tensions and attempts to discredit the Cluster initiative.

4.2.4 Effective Leadership

Study results shows that 86% respondents says that team leaders offers new ideas or approaches to do their Jobs better, 76% say that Team Leaders are friendly and easily approachable, 76% of respondents feels that Team leaders are helpful and supportive, 88% respondents says that team Leaders make sure that Team members Have Clear Goals to achieve, and 76% respondents says that team Leaders are keeping individuals working together as a Team (Table 7 and 8).

Table 7: Role of Team Leaders Towards Togetherness, Clear Goals and Overall Help and Support to Team Members

	The team's leaders keep individuals working together as a team	The team's leaders make sure team members have clear goals to achieve	Team members feel that the team's leaders are helpful and supportive
Respondents who agree and strongly agree	76%	88%	76%

Source: Researcher field data (2012)

Table 8: Extent of Team leaders' Friendliness and Readiness to Offer New Ideas and Approaches Towards Improved Performance

	The team's leaders are friendly and can be easily approached.	The team's leaders offer new ideas or approaches to do our jobs better
Respondents who agree and strongly agree.	76%	86%

Source: Researcher field data (2012)

In 1992 Carr noted that Managers and supervisors who become team leaders experience a significant change of role. Team leaders do not direct or control work, but instead work as coaches and mentors (Carr, 1992). Robbins noted that Effective communication, leadership and consulting skills will be required which may necessitate training and development. A new mindset is also required. Team leaders concerned with a loss of power need to understand that their new role is pertinent to the success of the teams, and that their knowledge is required now more than ever. The issue is not about the erosion of power, but a shift in the source of power from legitimate to knowledge based (Robbins, 1998).

This study generally shows that team leaders are so far doing a good Job in leading and strengthening team processes necessary for improved team performance.

4.2.5 Training and Development

Study results shows that 66% of respondents have received sufficient training from the organization to develop their core skills, 60% have received training focused on becoming more effective in Cluster team setting, 56% have received only those

trainings based on technical skills such as using specific applications like operations knowledge (Table 9).

Table 9: The Role of Training and How it Affects Team Members Technical and Core Skills Leading to Overall Team Effectiveness

	Training is based on only technical skills such as using specific software applications or issues like operations knowledge	Since the team's formation, team members have received training focused on becoming more effective in the Cluster team setting	I receive sufficient training from the organization to develop my core skills.
Respondents who agree and strongly agree	56%	60%	66%

Source: Researcher field data (2012)

Table 10: Strength of Organizational Education System and Existence of Opportunities for Team Members to Develop their Skills

	10. My job gives the opportunity to develop my knowledge and skills.	40. The organization has a strong educational system
Respondents who agree and strongly agree	86%	48%

As a result of such inadequate training there is widespread conflicting perception about Cluster Teams from some employees, e.g. some staff say that Cluster teams are hindering speedy activity implementation, has eroded power of ADP managers,

have introduced Cluster level team members who play the role of organizational watchdogs, have unnecessarily created new job opportunities for some people, and yet there are other positive voices of hope where by some team members still feels strongly that Clustering initiative is the right move in the right direction and that it will soon result to huge impact in terms of improved organizational performance. This calls for WVT management to take an intentional action to train or re-train staff about the cluster move.

More over 86% of respondents agree that their Job gives them an opportunity to develop their knowledge and skills and 48% says the organization has strong education system. This shows that Team members have strong belief in the organization to provide them with necessary knowledge and skills and yet they partially believe in the strength of the organization's Education system. Again most of the Team members are still operating with Pre-cluster initiative Job Descriptions and their performances are still evaluated on the same basis (Table 10).

As part of Employment Review Report IRS (in USA) it was noted that Training is very important for team leaders, but they went on to say that all, team members are likely to require training (IRS Employment Review, 1995). Employees may need to learn new skills such as budgeting, planning, Design, Monitoring and Evaluation, as well as skills which allow them to work together effectively, such as effective communication, conflict resolution and problem solving. Training and development are enabling factors that allow team members and leaders to take on new responsibilities. Where team members possess inadequate work skills and knowledge, teams are less likely to succeed.

4.2.6 Team Resources

This study results shows that 78% of respondents received seminars to help them to communicate effectively with fellow team members who work in dispersed locations, 78% respondents agree that organizations' leaders are competent with and serve as positive role models in the use of communications. 86% agree that management encourages the use of electronic communication and information systems (Table 12). 78% have access to all information they need to perform their tasks, 70% say that electronic methods they use to communicate with one another are effective (Table 11).

Table 11: Level of Access to Information and Effectiveness of Electronic Methods to Organizational Team Processes

	I have access to all the information I need to perform our tasks.	The electronic methods we use to communicate with one another are effective
Respondents who agree and strongly agree	78%	70%

Source: Researcher field data (2012)

Table 12: Effectiveness of Organizational Communication Systems in Supporting Team Processes

	Training seminars were developed specifically to help us communicate effectively with our fellow team members who work in dispersed locations	The organization's leaders are competent with and serve as positive role models in the use of our communications	Management encourages the use of electronic communication and information systems
Respondents who agree and strongly agree.	78%	78%	86%

Source: Researcher field data (2012)

This shows that WVT as an organization has provided necessary resources as per suggestion points for effective teams made by Robbins who said in 1998 that for teams to operate effectively they must have access to resources. These resources can include money, time, equipment, technology, people and information (Robbins 1998). Of course as noted by Brower in 1995, Provision of resources requires trust on the part of the organization and responsibility on the part of the team members. Therefore Like authority, resources should not, and cannot, be unlimited and should perhaps be given to employees gradually (Brower, 1995).

4.2.7 Rewards for Team Success

Study results shows that 34% respondents have been rewarded individually for their work efforts, 28% respondents Claim to have been rewarded when their teams reaches the goal (Table 13).

Table 13: Individual and Team Reward Systems for Improved Performance

	All team members are rewarded when the team reaches its goals	I am rewarded individually for my work efforts
Respondents who agree and strongly agree	28%	34%

Source: Researcher field data (2012)

In 1995, Kleiner said that an emphasis on individual rewards undermines the effectiveness of team-based work and encourages team members to strive for individual performance goals that may not be congruent with the goals of the team.

A team-based reward system should reward employees for teamwork and contributions to team success. One example of such a system is a gain sharing plan whereby ideas that are successful and profitable result in the entire team being rewarded (Margulies and Kleiner 1995). Results from this study shows that a majority of respondents have been rewarded individually (34%) while even a smaller number of respondents (28%) agree that all team members have been rewarded when their teams reaches the goals (Table 14).

This generally shows a lack of trust and dissatisfaction from the staff about organization's reward systems. As a result the organization needs to review her rewards and material motivational system; however care needs to be taken so as to make sure that any rewards initiative is in such a way as to promote staff performance in their teams as opposed to the current system of expecting to work in teams and yet be evaluated and rewarded on basis of individual Team members performance.

A problem that may occur with team-based rewards is the problem of social loafing. This occurs when the efforts of one or more members of the team decreases and is more likely to occur in teams that are excessively large (Bettenhausen 1991; Robbins 1998). Where team-based rewards are used, social loafers are rewarded similarly to other team members who are responsible for the group performance. This is not an argument for a reward system based on individual efforts, but rather an argument for the necessity of team-based discipline to accompany the team-based reward system.

4.3 Discussion

(i) The Role of Teamwork Towards Organizational Operations Cost Reduction

Study results show that only 46 % respondents say that Cluster Teams has led to improved cost savings (Table 15). Further analysis shows that correlation between Teamwork and organization cost reduction is 0.229, this shows a weak but positive correlation between the two attributes, (Table 18). This results show that Cluster Teams has not led to reduction in operations costs, but further in depth study needs to be done on the issue of costs since there is a further conflicting result from qualitative study showing that costs shouldn't have increased since Cluster teams made it possible for team members to share facilities and resources more easily.

However it is possible that sharing of facilities may not have be the only change that needed to occur in order to reign in increased operational costs, a good example is where team members may decide to ground a number of Motor vehicle so as to be sharing only one Car, but unless appropriate changes are made that will lead to reduction in a rate of activities that goes with movement of the car they may find that the remaining one car is incurring the same or more running costs as compared to a situation of maintaining more than one car.

Therefore it is advisable for the organization to undertake thorough cost analysis that sincerely take into account all the tasks that goes with running the Cluster Team office to the satisfaction of organizational goals and come out with a desirable rate of tasks and processes that are necessary for effectively accomplishing organizational goals at Minimum costs. Such a decision needs to be made being guided by a

comprehensive study which takes into account the pros and cons of any decision to be made.

While commenting on the product Development process, John Stark said in 1998 that, the reduction in the Product development cycle usually also results in a reduction in the number of development hours. According to him, this has a direct effect in reducing development costs. The team approach also tends to prevent development cost overrun as it focuses attention on the early identification and resolution of team problems. Teams are hierarchically almost flat. Removal of layers of middle managers from the development process will also reduce development costs (John Stark Associates, 1998).

Even though John Stark's comments above seems to apply to products developments hence more related to for profit organizations however principles used therein can be applied by Non-governmental/non-profit organizations, therefore it seems that NGOs needs to be able to revisit project operation cycle e.g.(Project Assessment, Design, Implementation, Monitoring, Evaluation, Transition and Exit/re-design) strategies so as to find ways to review, revise and whenever possible reduce unnecessary layers of middle Managers. From this study it is Clear that mere introduction of Cluster Teams won't go very far in ensuring cost reduction unless we couple this initiative with organization restructuring to ensure a flatter organizational structure with Shorter and affordable project operation cycles. However this will only be possible if teams are strengthen to become more effective and efficient so that they can assume more responsibilities that are currently being done by respective layers of Managers.

Correlation results show that there is a positive relationship between teamwork and improved cost reduction with a correlation coefficient of 0.229. It seems that while there is a positive relationship between Teamwork and Cost reduction, such a relationship is weak and may be further strengthened by working on areas mentioned above like reviewing and whenever feasible reduce unnecessary middle managerial layers, again management needs to conduct review Project/ADP Management cycle to find ways of reducing costs that goes with implementation of Project cycle.

(ii) Discussion of Study results on the role of Teamwork towards Improved Monitoring, Supervisory Support, Planning and Coordination of Organization Operations

70% of respondents say that there is respect for individuals in the team, 78% of respondents feels that their inputs is valued by the members of the team. 84% of respondents enjoys being members of Cluster Teams, 66% of respondents would be interested in participating in another Cluster Team (Table 14).

Table 14: Level of Respect for Individuals in the Team and Extent of Value Placed on one's Inputs by Team Members

	There is respect for individuals in the team	I feel my input is valued by the members of the team.	The Cluster Team has led to improved cost savings (reductions in operational costs).
Respondents who agree and strongly agree	70%	78%	46%

Source: Researcher field data (2012)

Table 15: Team Members' Interest in the Team, to Work in Teamwork Settings in the Future

	I enjoy being a member of this team	In the future I would be interested in participating in another Cluster team
Respondents who agree or strongly agree	84%	66%

Source: Researcher field data (2012)

There is general consensus that Cluster teams have led to Quick implementation of activities and Close program support on Design, Monitoring, Evaluation, operations and financial issues. Generally there is an improvement in Project supervisory support.

(iii) Contribution of Teamwork Towards Compaction and Reduction of Workload among Various Organizational Functions (e.g. Operations and Finance)

Study results shows that 42% respondents says that Cluster Teams has led to compacting or reduction of the workload, 66% says that when the team completes its work it is generally on time, there is also a positive correlation 0.578 (Figure,18) between teamwork and reduction of workload. Such weak to moderately positive results on the role of teamwork to reduction in workload, are indicative of the fact that there is need for the organization to make thorough review of organizational processes in order to come up with a team that achieves more results with less input in terms of work processes (Table 16).

Table 16: Role of Cluster Teams in Reduction of Workload and Financial Risks

	The Cluster Team has led to compacting or reduction of the workload	The Cluster Team has led to reduction in Financial Risks
Respondents who strongly agree.	42%	50%

Source: Researcher field data (2012)

To do this there is a need to review and revise team members Job Description and rewards systems so as to put in place an effective task allocation and performance appraisal mechanism which encourages, motivates and enables team members to achieve results with less inputs in terms of work processes. Currently, team members continue to work with their old individual Job descriptions which means that the organization has done very little if anything at all, in seizing an opportunity brought by Clustering initiative to review work processes in order to find ways to reduce team members workload. It is true that some team leaders in consultation with fellow team members can seize an opportunity on their own initiatives to identify how to reduce their own workload, but that will also be an added workload to an already overworked team, but even if they manage to do so, such an incomprehensive and uncoordinated initiatives may not prove to be healthy to the long term well-being of an organization.

(iv) How Teamwork Help in Saving Time for Team Members to Engage in other Personal Duties

Study results shows that 50% of respondents agree that Cluster Teams has led to reduction in Financial Risks and 54% respondents say that when the team completes

its work it is generally within budgets. In addition to this there is a correlation of 0.631 between teamwork and reduction of financial risks (Figure 17).

The above results show that there are moderately low, but positive results from data showing reduction in Financial Risks. This may be due to centralized financial operations from Individual ADPs and Projects to the Cluster level, but there is also the fact that currently, it is a lot easier for various layers of organizational management to support, monitor and track financial processes in order to ensure compliance of financial standards, this was made possible due to significant reduction in a number of Bank accounts operated by the organization coming as part and parcel to Cluster team initiative.

But there is also a problem of social loafing whereby some staff working in Cluster financial departments tends to operate with laxity and acting less keenly, this may have been brought about by reduced sense of individual accountability, whereby everybody expects that somebody else will be doing the Job of minimizing the risk instead of oneself. As a result this has left cluster teams with significant possibility for financial risks.

Therefore it is important to keep in place strong individual and Team based financial and other accountability systems so as to deter laxity and social loafing behaviour that will lead to unacceptable Financial Risks.

Correlation Results

Table 17: Correlation Results from Selected Team Inputs and Outputs

S/N	Predictor Variable	Organizational performance measures(person correlation)	Significance level
1	Correlation of Teamwork performance to improved cost savings/reduction in costs.	0.229	0.114
2	Correlation of teamwork to reduction of the workload.	0.578	0.000
3	Correlation of teamwork to reduction in financial risks	0.631	0.000
4	Correlation of teamwork to timely completion of tasks.	0.445	0.001
5	Correlation of teamwork to completion of tasks within budgets.	0.485	0.000

Source: Researcher field data (2012)

CHAPTER FIVE

5.0 SUMMARY, IMPLICATIONS OF THE RESULTS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter consists of the research results summary, Conclusion and recommendations.

5.2 Summary

This research is titled as “An Assessment on the Role of teamwork towards Non Profit Organizational performance. It was focused on determining how teamwork and various team inputs or predictors (eight key team predictors/inputs have been considered for a purpose of this research) affects Performance of a nonprofit organization, World Vision Tanzania (WVT) was used as a case study for this research. These key points or team predictors which embrace both critical elements of teams, as well as enabling factors, are: Clear goals, Decision making authority, Accountability and responsibility, Effective leadership, Training and development, Resources, Organizational support and Rewards for team success.

In reading WVT article on Clustering initiative this researcher was able to identify a number of Cluster team goal points which has been used as indicators for WVT Cluster teams organizational performance, these goals are;

(i)Reduction in operating co cost/ or cost savings. (ii) Improved monitoring, supervisory support, planning and Coordination of programme/project implementation due to ministry growth. (iii)Compacting or reduction of the

workload, Reduction in financial risks and timely completion of tasks.

Results from this study generally shows that team leaders have been doing a good job to establish positive team processes and develop supportive team environment, this has contributed positively in creating an enabling environment for team processes to flourish. However responsible authorities needs to create team-based reward systems so as to promote the desire by team members to work and excel together as a team instead of rewarding team members individually while expecting them to work and accomplish their duties as a team.

Cluster Teams has led to reduction in financial risks because of centralization of procurement and payment process which has gone alongside introduction of frequent financial review exercise conducted by Head office financial review teams. Centralized procurement process has made it easier to easily follow up, advise, support and make timely revision wherever things have gone wrong.

Cluster teams have led to Improved Monitoring, Supervisory Support, planning and coordination of Organization operations.

5.3 Implication of the Results

Results from this study imply that Organizations interested in teamwork mode of operations has a lot to benefit in terms of reduction in operational costs, improved monitoring and supervisory support, Reduction in workload and reduction in financial risks. However Such Organisations needs to ensure that they conduct necessary preparations by understanding important team attributes such as rewards,

cohesion, equipping their staff with necessary skills and resources to work effectively in team settings. These results further implies that Organizations that Shifts from individual based to group based mode of operations needs to make Significant adjustments in their Policies and operations so as to create favourable environment for team processes to thrive which is necessary for teams to contribute effectively to improved organizational performance.

Therefore world vision and any other organizations that has Shifted to team mode of performance, should flexible and not hesitate to make necessary adjustments which will help to harness benefits that comes with teams in their working place while putting necessary controls to prevent negative team based practices such as social loafing.

5.3 Conclusion

This research was successful, not only in addressing the issue of Non Profit /Non-Governmental Organizational performance within Cluster team settings but also in determining a number of critical success factors for the same. However Since respondents came from a limited variety of Clusters and specifically from one zone office; the results herein are generalizable for organizations working in similar socio-geographical settings.

Based on the results of this study, it is clear that organizations choosing to implement cluster teams should start with doing preliminary research so as to have a clear stand point from which to introduce such changes, Organizations should specifically avoid embarking on blind efforts by attempting to replicate well-

meaning best practices that may have worked well in other localities but which may not be replicated with equal success in other locations. This means that in order to introduce such changes, organizations should be ready to undertake an independent research so as to equip themselves with all facts surrounding the desired changes. Organizations are also encouraged to only consider information that is collected from reputable, unbiased and disinterested research institutions.

According to the quantitative data from correlation analysis, team leaders have been doing a good job to ensure positive team processes and develop supportive team member relations, such healthy team environment is necessary since it provides optimal environmental for team interactions and process that result into desirable team outputs or results.

However, further results shows existence of low individual based performance reward incentives and even lower group based performance reward incentives. This state of affairs may have been one of the disincentives for Team members' poor motivation towards working successfully in Cluster team settings. responsible authorities needs to create team-based reward systems so as to promote the desire by team members to work and excel together as a team instead of rewarding team members individually while expecting them to work and accomplish their duties as a team.

Cluster Teams has led to reduction in financial risks because of centralization of procurement and payment process which has gone alongside introduction of frequent financial review exercise conducted by Head office financial review teams.

Centralized procurement process has made it easier to easily follow up, advise, support and make timely revision wherever things happen to go wrong.

This study has found that team members works individually fulfilling tasks allocated in their Job descriptions, followed by individual staff appraisal mechanisms which leads to individual staff rewards system. This practice is counterproductive to efforts of building Cluster team spirit. This study has found that there seems to be an expectation on management's side, that by just introducing cluster teams, staff will on their own compress their own individual tasks in such a way as to reduce overall Cluster Team's workload. This is because Cluster Team members have officially been provided with individual Job descriptions with detailed tasks of which they know clearly that they are expected to perform, get appraised and rewarded or reprimanded on basis of, they have no mandate nor interest in my opinion, to try and introduce their own task standards, which under prevailing circumstances will be disregarded by relevant WVT authorities.

Another Major finding is that Cluster teams have led to Improved Monitoring, Supervisory Support, planning and coordination of Organization operations. This may have been caused by introduction of new position of Cluster Design Monitoring and Evaluation officer who is working very closely with other Cluster Team members on areas of planning, monitoring and coordination of operations.

Again there is another fact that major operations of ADPs and other Projects are currently centralized to the Cluster office whereby the numbers of bank accounts have been significantly reduced to a manageable level i.e. from an average of 3-5

Bank accounts per Cluster to only one bank account per cluster office, as a result of this new initiative, cluster teams are easily supported by the Head Office in areas of Financial and Operational audits. Cluster teams are also supported with frequent Operational and Financial review exercises by the Head office, previously, such exercises were focused to each ADP individually therefore it was expensive and very difficult to support each ADP individually in terms of manpower and time spent in such exercises.

5.4 Recommendations

Following Conclusions made above, below is a number of recommendations for rectifying identified issues.

- i) WVT needs to continue working on equipping Team Leaders and team members with team based operational skills in areas of Supervision, Monitoring and coordination.
- ii) In order to realize reduced Cluster team workload the organization needs to undertake a purposeful job analysis exercise that will come up with recommendations on how to formally compress and redefine individual team members tasks into newly compressed job tasks that will be assigned to Cluster teams.
- iii) There is need for the organization to make a thorough review of Job Descriptions and staff rewards systems so as put in place an effective task allocation and performance appraisal mechanism that encourages and motivates team members to work and excel together as a team.
- iv) Organizations choosing to implement cluster teams should start with doing

preliminary research so as to have a clear stand point from which to introduce swift Cluster team changes instead of embarking on blind efforts by copying and pasting well-meaning best practices that may have worked well in other localities, but which may not be replicated with equal success in other locations.

- (i) More work needs to be done in strengthening Team based responsibility, accountability and decision making, so as to avoid team based performance challenges like loafing by some team members. If this will not be done, there is possibility for a danger of ending up with poorly performing teams that will have disastrous and Crushing effects on the success of Cluster Team initiative.

5.4.1 Recommendations for Further Studies

More Research can still be done on this research topic by including more diverse Non-Governmental organizations working in Team settings in Tanzania's wider Geographic settings. This will help to come up with a result that will be highly representative and replicable over a wide area.

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APPENDICES

Appendix i: Questionnaire

Introduction

I am a student of Open University of Tanzania and I am doing a research titled “Assessment of the effects of Teamwork to Improved Organizational performance as partial fulfilment of Masters of Business Administration.

WVT has been selected as a case study whereby the organization management has granted permission for the research to be conducted. The issue of Teamwork and the ability to influence a group toward the achievement of a particular goal is one of Leadership and Human Rights practices which is known to affect Organizational Performance. Therefore, having understanding on how Teams Operates and whether it does positively influence Improved Organizational performance in a non-Profit organizational setting will help the management to prepare good Team work building strategy. As well as giving information to other researchers for further research on the topic.

You have been selected as a result of random sampling and not any kind of pre-determine characteristics or criteria. Be assured of confidentiality of the information you are going to provide and therefore you are requested to give answers to all questions provided in this questionnaire to the fullness of your knowledge in order to make this research a success.

The Cluster Teams survey will take approximately, 10-20 minute to finish.

THANKS.

Questionnaire for Employees Working in WVT Kagera Zone

N/S	Question	Strongly Agree	Agree	Disagree	Strongly Disagree	N/A
	Questions 1-7 ask you for specific information about your Cluster team and how it was formed.					
1.	Team members were asked for their suggestions when The Cluster team was originally formed.					
2.	Careful consideration was given to the Cluster team's objectives During the design of this team.					
3.	Those who design the team considered the larger organization as well as the team itself.					
4.	I received sufficient information to understand the Cluster team's purpose					
5.	I was notified about being a member of this team					
6.	My role on the Cluster team was clearly explained to me during this Notification					
7.	New team members are quickly brought up to speed when they join the Cluster team.					
8	New Cluster team members can access critical information to learn about the Cluster team's history and earlier work.					
9	I gain intrinsic reward and satisfaction from my job.					
10	My job gives the opportunity to develop my knowledge and skills.					

N/S	Question	Strongly Agree	Agree	Disagree	Strongly Disagree	N/A
11	I am able to add value to the team's work.					
12	Team members were selected based on their individual talents and Abilities to contribute to the team.					
13	When selected team members were technically competent with the Tools we use to perform our work and interact with one another.					
14	Team members were selected simply because were not otherwise Committed and were available to work on this assignment.					
15	Team members were given the opportunity to meet each other in person early on in team's development.					
16	During the Team's first meeting some time was dedicated to team Building exercises such as meeting individual team members, creating Effective team communication, and/or discussing conflict resolution.					
17	During the team's first meeting, sometime was dedicated to discussing The team's purpose and goals					
18	I rely upon other team members to complete my assigned work.					
19	Team members trust one another and will consult each Other if they need support.					

N/S	Question	Strongly Agree	Agree	Disagree	Strongly Disagree	N/A
20	Team members experience a sense of shared goal and objectives.					
21	Knowledge and information sharing is understood to be a group norm within my team.					
22	Our team is a very cohesive unit.					
23	When disagreements occur they are usually addressed promptly in order To solve them					
	Questions 25-41 ask about the team's process.					
24	Face to face team meetings are held whenever possible so people can discuss things together.					
25	Time is dedicated to developing social relations as well as addressing Business issues during these face to face meetings.					
26	Team members regularly use phone And/or on-line computer conference to share ideas.					
27	Time is dedicated to developing social relations as well as addressing Business issues during these electronic Conferences.					
28	A team established a trend of success early on.					
29	The team celebrates its success					
30	Team members were able to recognize their collective talents and utilize Them from the beginning.					

N/S	Question	Strongly Agree	Agree	Disagree	Strongly Disagree	N/A
31	Team members have a shared understanding of what the team is supposed to do.					
32	We are clear on how best to perform our task.					
33	Our team has an established process for making decisions					
34	Team members use their own judgment in solving problems.					
35	The team's leaders offer new ideas or approaches to do our jobs better.					
36	The team's leaders are friendly and can be easily approached.					
37	Team members feel that the team's leaders are helpful and supportive.					
38	The team's leaders make sure team members have clear goals to achieve.					
39	The team's leaders keep individuals working together as a team.					
	Questions 40-49 ask about the Organizational environment in which your team operates.					
40	The organization has a strong educational system.					
41	I receive sufficient training from the organization to develop my core skills.					
42	Since the team's formation, team members have received training focused on becoming more effective in the virtual team setting					

N/S	Question	Strongly Agree	Agree	Disagree	Strongly Disagree	N/A
43	Training is based on only technical skills such as using specific software applications or issues like operations knowledge.					
44	Training seminars were developed specifically to help us communicate effectively with our fellow team members who work in dispersed locations.					
45	I am rewarded individually for my work efforts.					
46	All team members are rewarded when the team reaches its goals.					
47	Our team is well supported by the organization					
	Questions 48-53 ask about the leadership of your organization.					
48	The organization's leaders have created a vision for the company.					
49	This vision is articulated/explained to all members of the organization.					
50	The management approach in our organization promotes initiative in team members.					
51	Individuals are encouraged to take initiative and participate in important decisions.					
52	The organization's leaders are competent with and serve as positive role models in the use of our communications.					

N/S	Question	Strongly Agree	Agree	Disagree	Strongly Disagree	N/A
53	Management encourages the use of electronic communication and information systems.					
	Questions 54-57 ask about the tools and technology your team uses and its method of communication.					
54	I have access to all the information I need to perform our tasks.					
55	Team members are in contact with one another on a regular basis in order to conduct routine business.					
56	Team members are in contact with one another on a regular basis for social or non business purposes.					
57	The electronic methods we use to communicate with one another are effective.					
	Questions 58-66 ask you for information about the overall performance of your Cluster team. And the level of satisfaction of the team members.					
58	In the past the team has been effective in reaching its goals.					
59	The team is currently meeting its business objectives.					
60	The Cluster Team has led to improved cost savings(reductions is operational costs).					
61	The Cluster Team has led to compacting or reduction of the workload.					

N/S	Question	Strongly Agree	Agree	Disagree	Strongly Disagree	N/A
62	The Cluster Team has led to reduction in Financial Risks.					
63	When the team completes its work it is generally on time.					
64	When the team completes its work it is generally within the budgets.					
65	There is respect for individuals in the team.					
66	I feel my input is valued by the members of the team.					
67	I enjoy being a member of this team.					
68	In the future I would be interested in participating in another Cluster team.					

Appendix ii: In-Depth Interview Guide

Key Informants Interview for Management team (Zonal Manager, Cluster Team Leaders, Zonal IT officer and People and culture officer)

- 1) Background information (Name of respondent, title, duration of service in the organisation, sex)
- 2) Do you think World Vision Cluster/ADPs are practising teamwork in their operations? Please explain why
- 3) Do you think employees are satisfied with the introduction of Cluster teams? Why
- 4) What are the benefits of Cluster teams which have been introduced by your organisation?
- 5) a) What are the procedures used in introduction of WVT cluster teams b) Do you think this is the best way to achieve improved organisational performance? Please explain?
- 6) 4) What are the advantages and disadvantages of Cluster teams in your organisation?
- 7) What are the factors which contribute to improved organizationalperformance?
- 8) How do employees perceive Cluster Teams introduced by WVT?
- 9) What are your suggestions on the best way to improve performances of your organisation?

Appendix iii: Data Analysis (Results)

7.3.1 Frequencies

1. Team members were asked for their suggestions when the cluster team was originally formed.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	1	2.0	2.0	2.0
	Agree	15	30.0	30.0	32.0
	Disagree	24	48.0	48.0	80.0
	Strongly Disagree	7	14.0	14.0	94.0
	N/A	3	6.0	6.0	100.0
	Total	50	100.0	100.0	

2. Careful consideration was given to the Cluster team's objectives During the design of this team

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	1	2.0	2.0	2.0
	Agree	23	46.0	46.0	48.0
	Disagree	19	38.0	38.0	86.0
	Strongly Disagree	5	10.0	10.0	96.0
	N/A	2	4.0	4.0	100.0
	Total	50	100.0	100.0	

3. Those who designed the Team considered larger organization as well as the Team itself

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	2	4.0	4.0	4.0
	Agree	31	62.0	62.0	66.0
	Disagree	11	22.0	22.0	88.0
	Strongly Disagree	3	6.0	6.0	94.0
	N/A	3	6.0	6.0	100.0
	Total	50	100.0	100.0	

4. I received sufficient information to Understand the Cluster Team's purpose

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	4	8.0	8.0	8.0
	Agree	29	58.0	58.0	66.0
	Disagree	14	28.0	28.0	94.0
	Strongly Disagree	2	4.0	4.0	98.0
	N/A	1	2.0	2.0	100.0
	Total	50	100.0	100.0	

6. My role on the Cluster team was clearly explained to me during this notification

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	3	6.0	6.0	6.0
	Agree	28	56.0	56.0	62.0
	Disagree	13	26.0	26.0	88.0
	Strongly Disagree	5	10.0	10.0	98.0
	N/A	1	2.0	2.0	100.0
	Total	50	100.0	100.0	

5. I was notified about being a member of this team.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	7	14.0	14.0	14.0
	Agree	26	52.0	52.0	66.0
	Disagree	8	16.0	16.0	82.0
	Strongly Disagree	5	10.0	10.0	92.0
	N/A	4	8.0	8.0	100.0
	Total	50	100.0	100.0	

7. New team members are quickly brought up to speed when they join the Cluster team

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	2	4.0	4.0	4.0
	Agree	25	50.0	50.0	54.0
	Disagree	17	34.0	34.0	88.0
	Strongly Disagree	3	6.0	6.0	94.0
	N/A	3	6.0	6.0	100.0
	Total	50	100.0	100.0	

8. New Cluster team members can access critical information to learn about the cluster team's history and earlier work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	3	6.0	6.0	6.0
	Agree	26	52.0	52.0	58.0
	Disagree	16	32.0	32.0	90.0
	Strongly Disagree	2	4.0	4.0	94.0
	N/A	3	6.0	6.0	100.0
	Total	50	100.0	100.0	

9. I gain intrinsic reward and satisfaction from my Job

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	3	6.0	6.0	6.0
	Agree	26	52.0	52.0	58.0
	Disagree	14	28.0	28.0	86.0
	Strongly Disagree	1	2.0	2.0	88.0
	N/A	6	12.0	12.0	100.0
	Total	50	100.0	100.0	

10. My job gives the opportunity to develop my knowledge and skills

		Frequenc y	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	12	24.0	24.0	24.0
	Agree	31	62.0	62.0	86.0
	Disagree	3	6.0	6.0	92.0
	Strongly Disagree	1	2.0	2.0	94.0
	N/A	3	6.0	6.0	100.0
	Total	50	100.0	100.0	

11. I am able to add value to the team's work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	15	30.0	30.0	30.0
	Agree	31	62.0	62.0	92.0
	Disagree	1	2.0	2.0	94.0
	Strongly Disagree	1	2.0	2.0	96.0
	N/A	2	4.0	4.0	100.0
	Total	50	100.0	100.0	

12. Team members were selected based on their individual talents and abilities to contribute to the team

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	8	16.0	16.0	16.0
	Agree	30	60.0	60.0	76.0
	Disagree	10	20.0	20.0	96.0
	Strongly Disagree	1	2.0	2.0	98.0
	N/A	1	2.0	2.0	100.0
	Total	50	100.0	100.0	

13. When selected team members were technically competent with the tools we to perform our work and interact with one another

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	5	10.0	10.0	10.0
	Agree	27	54.0	54.0	64.0
	Disagree	14	28.0	28.0	92.0
	Strongly Disagree	2	4.0	4.0	96.0
	N/A	2	4.0	4.0	100.0
	Total	50	100.0	100.0	

14. Team members were selected simply because were not otherwise committed and were available to work on this assignment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	2	4.0	4.0	4.0
	Agree	12	24.0	24.0	28.0
	Disagree	25	50.0	50.0	78.0
	Strongly Disagree	7	14.0	14.0	92.0
	N/A	4	8.0	8.0	100.0
	Total	50	100.0	100.0	

15. Team members were given the opportunity to meet other in person early on in team's development

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	4	8.0	8.0	8.0
	Agree	27	54.0	54.0	62.0
	Disagree	15	30.0	30.0	92.0
	Strongly Disagree	2	4.0	4.0	96.0
	N/A	2	4.0	4.0	100.0
	Total	50	100.0	100.0	

16. During the Team's first meeting some time was dedicated to team Building exercises such as meeting individual team members, creating Effective team communication, and/or discussing conflict resolution.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	2	4.0	4.0	4.0
	Agree	26	52.0	52.0	56.0
	Disagree	17	34.0	34.0	90.0
	Strongly Disagree	1	2.0	2.0	92.0
	N/A	4	8.0	8.0	100.0
	Total	50	100.0	100.0	

1.7 During the team's first meeting, some time was dedicated to discussing The team's purpose and goals

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	3	6.0	6.0	6.0
	Agree	25	50.0	50.0	56.0
	Disagree	14	28.0	28.0	84.0
	Strongly Disagree	3	6.0	6.0	90.0
	N/A	5	10.0	10.0	100.0
	Total	50	100.0	100.0	

18. I rely upon other team members to complete my assigned work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	5	10.0	10.0	10.0
	Agree	29	58.0	58.0	68.0
	Disagree	11	22.0	22.0	90.0
	Strongly Disagree	3	6.0	6.0	96.0
	N/A	2	4.0	4.0	100.0
	Total	50	100.0	100.0	

19. Team members trust one another and will consult each Other if they need support.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	10	20.0	20.0	20.0
	Agree	29	58.0	58.0	78.0
	Disagree	6	12.0	12.0	90.0
	Strongly Disagree	4	8.0	8.0	98.0
	N/A	1	2.0	2.0	100.0
	Total	50	100.0	100.0	

20. Team members experience a sense of shared goal and objectives

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	7	14.0	14.0	14.0
	Agree	33	66.0	66.0	80.0
	Disagree	5	10.0	10.0	90.0
	Strongly Disagree	3	6.0	6.0	96.0
	N/A	2	4.0	4.0	100.0
	Total	50	100.0	100.0	

21. Knowledge and information sharing is understood to be a group norm within my team

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	4	8.0	8.0	8.0
	Agree	37	74.0	74.0	82.0
	Disagree	7	14.0	14.0	96.0
	N/A	2	4.0	4.0	100.0
	Total	50	100.0	100.0	

22. Our team is a very cohesive unit

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	3	6.0	6.0	6.0
	Agree	34	68.0	68.0	74.0
	Disagree	8	16.0	16.0	90.0
	Strongly Disagree	4	8.0	8.0	98.0
	N/A	1	2.0	2.0	100.0
	Total	50	100.0	100.0	

23. When disagreements occur they are usually addressed promptly in order To solve them

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	7	14.0	14.0	14.0
	Agree	32	64.0	64.0	78.0
	Disagree	5	10.0	10.0	88.0
	Strongly Disagree	4	8.0	8.0	96.0
	N/A	2	4.0	4.0	100.0
	Total	50	100.0	100.0	

24. Face to face team meetings are held whenever possible so people can discuss things together

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	11	22.0	22.0	22.0
	Agree	34	68.0	68.0	90.0
	Disagree	2	4.0	4.0	94.0
	Strongly Disagree	2	4.0	4.0	98.0
	N/A	1	2.0	2.0	100.0
	Total	50	100.0	100.0	

25. Time is dedicated to developing social relations as well as addressing Business issues during these face to face meetings

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	7	14.0	14.0	14.0
	Agree	22	44.0	44.0	58.0
	Disagree	15	30.0	30.0	88.0
	Strongly Disagree	4	8.0	8.0	96.0
	N/A	2	4.0	4.0	100.0
	Total	50	100.0	100.0	

26. Team members regularly use phone and/or on-line computer conference to share ideas

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	9	18.0	18.0	18.0
	Agree	22	44.0	44.0	62.0
	Disagree	14	28.0	28.0	90.0
	Strongly Disagree	2	4.0	4.0	94.0
	N/A	3	6.0	6.0	100.0
	Total	50	100.0	100.0	

27. Time is dedicated to developing social relations as well as addressing Business issues during these electronic Conferences

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	4	8.0	8.0	8.0
	Agree	20	40.0	40.0	48.0
	Disagree	17	34.0	34.0	82.0
	Strongly Disagree	4	8.0	8.0	90.0
	N/A	5	10.0	10.0	100.0
	Total	50	100.0	100.0	

28. A team established a trend of success early on

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	3	6.0	6.0	6.0
	Agree	26	52.0	52.0	58.0
	Disagree	13	26.0	26.0	84.0
	Strongly Disagree	3	6.0	6.0	90.0
	N/A	5	10.0	10.0	100.0
	Total	50	100.0	100.0	

29. The team celebrates its success

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	3	6.0	6.0	6.0
	Agree	19	38.0	38.0	44.0
	Disagree	17	34.0	34.0	78.0
	Strongly Disagree	4	8.0	8.0	86.0
	N/A	7	14.0	14.0	100.0
	Total	50	100.0	100.0	

30. Team members were able to recognize our collective talents and utilize them from the beginning

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	2	4.0	4.0	4.0
	Agree	24	48.0	48.0	52.0
	Disagree	17	34.0	34.0	86.0
	Strongly Disagree	2	4.0	4.0	90.0
	N/A	5	10.0	10.0	100.0
	Total	50	100.0	100.0	

31. Team members have a shared understanding of what the team is supposed to do

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	7	14.0	14.0	14.0
	Agree	35	70.0	70.0	84.0
	Disagree	5	10.0	10.0	94.0
	Strongly Disagree	2	4.0	4.0	98.0
	N/A	1	2.0	2.0	100.0
	Total	50	100.0	100.0	

32. We are clear on how best to perform our task

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	7	14.0	14.0	14.0
	Agree	35	70.0	70.0	84.0
	Disagree	4	8.0	8.0	92.0
	Strongly Disagree	2	4.0	4.0	96.0
	N/A	2	4.0	4.0	100.0
	Total	50	100.0	100.0	

33. Our team has an established process for making decisions

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	4	8.0	8.0	8.0
	Agree	31	62.0	62.0	70.0
	Disagree	11	22.0	22.0	92.0
	Strongly Disagree	2	4.0	4.0	96.0
	N/A	2	4.0	4.0	100.0
	Total	50	100.0	100.0	

34. Team members use their own judgment in solving problems.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	3	6.0	6.0	6.0
	Agree	25	50.0	50.0	56.0
	Disagree	17	34.0	34.0	90.0
	Strongly Disagree	3	6.0	6.0	96.0
	N/A	2	4.0	4.0	100.0
	Total	50	100.0	100.0	

35. The team's leaders offer new ideas or approaches to do our jobs better.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	5	10.0	10.0	10.0
	Agree	38	76.0	76.0	86.0
	Disagree	4	8.0	8.0	94.0
	Strongly Disagree	2	4.0	4.0	98.0
	N/A	1	2.0	2.0	100.0
	Total	50	100.0	100.0	

36. The team's leaders are friendly and can be easily approached.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	11	22.0	22.0	22.0
	Agree	27	54.0	54.0	76.0
	Disagree	8	16.0	16.0	92.0
	Strongly Disagree	3	6.0	6.0	98.0
	N/A	1	2.0	2.0	100.0
	Total	50	100.0	100.0	

37. Team members feel that the team's leaders are helpful and supportive.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	7	14.0	14.0	14.0
	Agree	31	62.0	62.0	76.0
	Disagree	9	18.0	18.0	94.0
	Strongly Disagree	1	2.0	2.0	96.0
	N/A	2	4.0	4.0	100.0
	Total	50	100.0	100.0	

38. The team's leaders make sure team members have clear goals to achieve

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	4	8.0	8.0	8.0
	Agree	40	80.0	80.0	88.0
	Disagree	4	8.0	8.0	96.0
	Strongly Disagree	1	2.0	2.0	98.0
	N/A	1	2.0	2.0	100.0
	Total	50	100.0	100.0	

39. The team's leaders keep individuals working together as a team

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	7	14.0	14.0	14.0
	Agree	31	62.0	62.0	76.0
	Disagree	8	16.0	16.0	92.0
	Strongly Disagree	1	2.0	2.0	94.0
	N/A	3	6.0	6.0	100.0
	Total	50	100.0	100.0	

40. The organization has a strong educational system

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	6	12.0	12.0	12.0
	Agree	18	36.0	36.0	48.0
	Disagree	15	30.0	30.0	78.0
	Strongly Disagree	6	12.0	12.0	90.0
	N/A	5	10.0	10.0	100.0
	Total	50	100.0	100.0	

41. I receive sufficient training from the organization to develop my core skills.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	7	14.0	14.0	14.0
	Agree	26	52.0	52.0	66.0
	Disagree	8	16.0	16.0	82.0
	Strongly Disagree	6	12.0	12.0	94.0
	N/A	3	6.0	6.0	100.0

Total	50	100.0	100.0
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42. Since the team's formation, team members have received training focused on becoming more effective in the virtual team setting

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	4	8.0	8.0	8.0
	Agree	26	52.0	52.0	60.0
	Disagree	11	22.0	22.0	82.0
	Strongly Disagree	4	8.0	8.0	90.0
	N/A	5	10.0	10.0	100.0
	Total	50	100.0	100.0	

43. Training is based on only technical skills such as using specific software applications or issues like operations knowledge

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	5	10.0	10.0	10.0
	Agree	23	46.0	46.0	56.0
	Disagree	16	32.0	32.0	88.0
	Strongly Disagree	2	4.0	4.0	92.0
	N/A	4	8.0	8.0	100.0
	Total	50	100.0	100.0	

44. Training seminars were developed specifically to help us communicate effectively with our fellow team members who work in dispersed locations

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	6	12.0	12.0	12.0
	Agree	33	66.0	66.0	78.0
	Disagree	7	14.0	14.0	92.0
	Strongly Disagree	2	4.0	4.0	96.0
	N/A	2	4.0	4.0	100.0

	Total	50	100.0	100.0	
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45. I am rewarded individually for my work efforts

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	2	4.0	4.0	4.0
	Agree	15	30.0	30.0	34.0
	Disagree	18	36.0	36.0	70.0
	Strongly Disagree	11	22.0	22.0	92.0
	N/A	4	8.0	8.0	100.0
	Total	50	100.0	100.0	

46. All team members are rewarded when the team reaches its goals.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	1	2.0	2.0	2.0
	Agree	13	26.0	26.0	28.0
	Disagree	20	40.0	40.0	68.0
	Strongly Disagree	12	24.0	24.0	92.0
	N/A	4	8.0	8.0	100.0
	Total	50	100.0	100.0	

47. Our team is well supported by the organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	5	10.0	10.0	10.0
	Agree	28	56.0	56.0	66.0
	Disagree	14	28.0	28.0	94.0
	N/A	3	6.0	6.0	100.0
	Total	50	100.0	100.0	

48. The organization's leaders have created a vision for the company.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	8	16.0	16.0	16.0
	Agree	31	62.0	62.0	78.0
	Disagree	7	14.0	14.0	92.0
	Strongly Disagree	2	4.0	4.0	96.0
	N/A	2	4.0	4.0	100.0

	Total	50	100.0	100.0	
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49. This vision is articulated/explained to all members of the organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	7	14.0	14.0	14.0
	Agree	31	62.0	62.0	76.0
	Disagree	10	20.0	20.0	96.0
	Strongly Disagree	1	2.0	2.0	98.0
	N/A	1	2.0	2.0	100.0
	Total	50	100.0	100.0	

50. The management approach in our organization promotes initiative in team members

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	4	8.0	8.0	8.0
	Agree	27	54.0	54.0	62.0
	Disagree	14	28.0	28.0	90.0
	Strongly Disagree	3	6.0	6.0	96.0
	N/A	2	4.0	4.0	100.0
	Total	50	100.0	100.0	

51. Individuals are encouraged to take initiative and participate in important decisions

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	7	14.0	14.0	14.0
	Agree	30	60.0	60.0	74.0
	Disagree	11	22.0	22.0	96.0
	Strongly Disagree	1	2.0	2.0	98.0
	N/A	1	2.0	2.0	100.0
	Total	50	100.0	100.0	

52. The organization's leaders are competent with and serve as positive role models in the use of our communications

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	8	16.0	16.0	16.0
	Agree	31	62.0	62.0	78.0
	Disagree	8	16.0	16.0	94.0
	Strongly Disagree	2	4.0	4.0	98.0
	N/A	1	2.0	2.0	100.0

	Total	50	100.0	100.0	
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53. Management encourages the use of electronic communication and information systems

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	14	28.0	28.0	28.0
	Agree	29	58.0	58.0	86.0
	Disagree	4	8.0	8.0	94.0
	Strongly Disagree	2	4.0	4.0	98.0
	N/A	1	2.0	2.0	100.0
	Total	50	100.0	100.0	

54. I have access to all the information I need to perform our tasks

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	5	10.0	10.0	10.0
	Agree	34	68.0	68.0	78.0
	Disagree	7	14.0	14.0	92.0
	Strongly Disagree	2	4.0	4.0	96.0
	N/A	2	4.0	4.0	100.0
	Total	50	100.0	100.0	

55. Team members are in contact with one another on a regular basis in order to conduct routine business

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	7	14.0	14.0	14.0
	Agree	28	56.0	56.0	70.0
	Disagree	11	22.0	22.0	92.0
	Strongly disagree	2	4.0	4.0	96.0
	N/A	2	4.0	4.0	100.0
	Total	50	100.0	100.0	

56. Team members are in contact with one another on a regular basis for social or non business purposes

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	5	10.0	10.0	10.0
	Agree	22	44.0	44.0	54.0
	Disagree	18	36.0	36.0	90.0
	Strongly Disagree	3	6.0	6.0	96.0

	N/A	2	4.0	4.0	100.0
	Total	50	100.0	100.0	

57. The electronic methods we use to communicate with one another are effective

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	6	12.0	12.0	12.0
	Agree	29	58.0	58.0	70.0
	Disagree	8	16.0	16.0	86.0
	Strongly Disagree	4	8.0	8.0	94.0
	N/A	3	6.0	6.0	100.0
	Total	50	100.0	100.0	

58. In the past the team has been effective in reaching its goals.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	4	8.0	8.0	8.0
	Agree	31	62.0	62.0	70.0
	Disagree	8	16.0	16.0	86.0
	Strongly Disagree	3	6.0	6.0	92.0
	N/A	4	8.0	8.0	100.0
	Total	50	100.0	100.0	

59. The team is currently meeting its business objectives.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	2	4.0	4.0	4.0
	Agree	31	62.0	62.0	66.0
	Disagree	7	14.0	14.0	80.0
	Strongly Disagree	3	6.0	6.0	86.0
	N/A	7	14.0	14.0	100.0
	Total	50	100.0	100.0	

60. The Cluster Team has lead to improved cost savings (reductions in operational costs)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	5	10.0	10.0	10.0
	Agree	18	36.0	36.0	46.0
	Disagree	16	32.0	32.0	78.0
	Strongly Disagree	5	10.0	10.0	88.0

	N/A	6	12.0	12.0	100.0
	Total	50	100.0	100.0	

61. The Cluster Team has lead to compacting or reduction of the workload.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	4	8.0	8.0	8.0
	Agree	17	34.0	34.0	42.0
	Disagree	18	36.0	36.0	78.0
	Strongly Disagree	5	10.0	10.0	88.0
	N/A	6	12.0	12.0	100.0
	Total	50	100.0	100.0	

62. The Cluster Team has lead to reduction in Financial Risks

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	2	4.0	4.0	4.0
	Agree	23	46.0	46.0	50.0
	Disagree	11	22.0	22.0	72.0
	Strongly Disagree	7	14.0	14.0	86.0
	N/A	7	14.0	14.0	100.0
	Total	50	100.0	100.0	

63. When the team completes its work it is generally on time

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	4	8.0	8.0	8.0
	Agree	29	58.0	58.0	66.0
	Disagree	8	16.0	16.0	82.0
	Strongly Disagree	5	10.0	10.0	92.0
	N/A	4	8.0	8.0	100.0
	Total	50	100.0	100.0	

When the team completes its work it is generally within the budgets

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	4	8.0	8.0	8.0
	Agree	23	46.0	46.0	54.0
	Disagree	16	32.0	32.0	86.0
	Strongly Disagree	4	8.0	8.0	94.0
	N/A	3	6.0	6.0	100.0

Total	50	100.0	100.0
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65. There is respect for individuals in the team.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	5	10.0	10.0	10.0
	Agree	30	60.0	60.0	70.0
	Disagree	8	16.0	16.0	86.0
	Strongly Disagree	5	10.0	10.0	96.0
	N/A	2	4.0	4.0	100.0
	Total	50	100.0	100.0	

66. I feel my input is valued by the members of the team.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	8	16.0	16.0	16.0
	Agree	31	62.0	62.0	78.0
	Disagree	7	14.0	14.0	92.0
	Strongly Disagree	3	6.0	6.0	98.0
	N/A	1	2.0	2.0	100.0
	Total	50	100.0	100.0	

67. I enjoy being a member of this team.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	14	28.0	28.0	28.0
	Agree	28	56.0	56.0	84.0
	Disagree	5	10.0	10.0	94.0
	Strongly Disagree	1	2.0	2.0	96.0
	N/A	2	4.0	4.0	100.0
	Total	50	100.0	100.0	

68. In the future I would be interested in participating in another Cluster team.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	12	24.0	24.0	24.0
	Agree	21	42.0	42.0	66.0
	Disagree	10	20.0	20.0	86.0
	Strongly Disagree	5	10.0	10.0	96.0

	N/A	2	4.0	4.0	100.0
	Total	50	100.0	100.0	

7.3.2 Correlation results Correlations of Teamwork Vs Cost reductionCorrelations

		59.The team is currently meeting its business objectives.	60.The Cluster Team has lead to improved cost savings(reductions is operational costs).
59.The team is currently meeting its business objectives.	Pearson Correlation	1	.229
	Sig. (2-tailed)	.	.114
	N	49	49
60.The Cluster Team has lead to improved cost savings(reductions is operational costs).	Pearson Correlation	.229	1
	Sig. (2-tailed)	.114	.
	N	49	49
		59.The team is currently meeting its business objectives.	61.The Cluster Team has lead to compacting or reduction of the workload.
59.The team is currently meeting its business objectives.	Pearson Correlation	1	.578(**)
	Sig. (2-tailed)	.	.000
	N	49	49
61.The Cluster Team has lead to compacting or reduction of the workload.	Pearson Correlation	.578(**)	1
	Sig. (2-tailed)	.000	.
	N	49	49

** Correlation is significant at the 0.01 level (2-tailed).

Correlations

		59. The team is currently meeting its business objectives.	62. The Cluster Team has led to reduction in Financial Risks.
59. The team is currently meeting its business objectives.	Pearson Correlation	1	.631(**)
	Sig. (2-tailed)	.	.000
	N	49	49
62. The Cluster Team has led to reduction in Financial Risks.	Pearson Correlation	.631(**)	1
	Sig. (2-tailed)	.000	.
	N	49	49

** Correlation is significant at the 0.01 level (2-tailed).

Correlations

		59. The team is currently meeting its business objectives.	63. When the team completes its work it is generally on time.
59. The team is currently meeting its business objectives.	Pearson Correlation	1	.445(**)
	Sig. (2-tailed)	.	.001
	N	49	49
63. When the team completes its work it is generally on time.	Pearson Correlation	.445(**)	1
	Sig. (2-tailed)	.001	.
	N	49	49

** Correlation is significant at the 0.01 level (2-tailed).

Correlations

		41. I receive sufficient training from the organization to develop my core skills.	59. The team is currently meeting its business objectives.
41. I receive sufficient training from the organization to develop my core skills.	Pearson Correlation	1	.431(**)
	Sig. (2-tailed)	.	.002
	N	49	49
59. The team is currently meeting its business objectives.	Pearson Correlation	.431(**)	1
	Sig. (2-tailed)	.002	.
	N	49	49

** Correlation is significant at the 0.01 level (2-tailed).

Correlations

		59. The team is currently meeting its business objectives.	64. When the team completes its work it is generally within the budgets.
59. The team is currently meeting its business objectives.	Pearson Correlation	1	.485(**)
	Sig. (2-tailed)	.	.000
	N	49	49
64. When the team completes its work it is generally within the budgets.	Pearson Correlation	.485(**)	1
	Sig. (2-tailed)	.000	.
	N	49	49

** Correlation is significant at the 0.01 level (2-tailed).

Correlations

		46.All team members are rewarded when the team reaches its goals.	59.The team is currently meeting its business objectives.
46.All team members are rewarded when the team reaches its goals.	Pearson Correlation	1	.021
	Sig. (2-tailed)	.	.888
	N	49	49
59.The team is currently meeting its business objectives.	Pearson Correlation	.021	1
	Sig. (2-tailed)	.888	.
	N	49	49

Correlations

		47.Our team is well supported by the organization	59. The team is currently meeting its business objectives.
47. Our team is well supported by the organization	Pearson Correlation	1	.279
	Sig. (2-tailed)	.	.052
	N	49	49
59. The team is currently meeting its business objectives.	Pearson Correlation	.279	1
	Sig. (2-tailed)	.052	.
	N	49	49

7.3.3 Regression results

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.642(a)	.412	.242	.991

a Predictors: (Constant), 44. Training seminars were developed specifically to help us communicate effectively with our fellow team members who work in dispersed locations., 45. I am rewarded individually for my work efforts, 53. Management encourages the use of electronic communication and information systems, 46. All team members are rewarded when the team reaches its goals., 39. The team's leaders keep individuals working together as a team, 33. Our team has an established process for making decisions, 36. The team's leaders are friendly and can be easily approached., 32. We are clear on how best to perform our task., 38. The team's leaders make sure team members have clear goals to achieve., 37. Team members feel that the team's leaders are helpful and supportive., 35. The team's leaders offer new ideas or approaches to do our jobs better.

ANOVA(b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	26.174	11	2.379	2.421	.021(a)
	Residual	37.346	38	.983		
	Total	63.520	49			

a Predictors: (Constant), 44. Training seminars were developed specifically to help us communicate effectively with our fellow team members who work in dispersed

locations., 45. I am rewarded individually for my work efforts, 53. Management encourages the use of electronic communication and information systems, 46. All team members are rewarded when the team reaches its goals., 39. The team's leaders keep individuals working together as a team, 33. Our team has an established process for making decisions, 36. The team's leaders are friendly and can be easily approached., 32. We are clear on how best to perform our task., 38. The team's leaders make sure team members have clear goals to achieve., 37. Team members feel that the team's leaders are helpful and supportive., 35. The team's leaders offer new ideas or approaches to do our jobs better.

b Dependent Variable: 59. The team is currently meeting its business objectives.

Coefficients (a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.908	.622		1.459	.153
	45. I am rewarded individually for my work efforts	.572	.202	.508	2.838	.007
	46. All team members are rewarded when the team reaches its goals.	-.487	.191	-.408	-2.555	.015
	53. Management encourages the use of electronic communication and information systems	-.028	.252	-.021	-.111	.912
	35. The team's leaders offer new ideas or approaches to do our jobs better.	-.192	.463	-.121	-.415	.681
	36. The team's leaders are friendly and can be easily approached.	-.112	.265	-.088	-.424	.674

	37. Team members feel that the team's leaders are helpful and supportive.	.447	.350	.337	1.277	.209
	38. The team's leaders make sure team members have clear goals to achieve.	.307	.443	.174	.692	.493
	39. The team's leaders keep individuals working together as a team	.072	.228	.059	.314	.755
	33. Our team has an established process for making decisions	.153	.260	.114	.591	.558
	32. We are clear on how best to perform our task.	.137	.312	.103	.440	.663
	44. Training seminars were developed specifically to help us communicate effectively with our fellow team members who work in dispersed locations.	-.098	.293	-.074	-.333	.741

a Dependent Variable: 59. The team is currently meeting its business objectives.

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